

MASTER THESIS

Course code: BE307E

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Immigrant Entrepreneurship in the UK:
Opportunities and Resources to Start-up
and Grow of businesses in the food sector

Date: 2nd December 2019

Total number of pages: 144

Abstract

Business opportunity recognition and execution in a host country are crucial steps for immigrant entrepreneurs. Generally, immigrant entrepreneurs recognize business opportunities from different sources and their resources contribute immeasurably as one of the most important sources of business opportunities. Though there are several literatures on different perspectives of immigrant entrepreneurship, I have found very few studies have been done on resourced-based opportunities exploration by immigrant entrepreneurs. Besides, this thesis addressed the research gap on Immigrant entrepreneurial opportunities to start-up and grow of businesses in the food industry in the UK, which had not been elaborated yet with perspectives of their resources. Therefore, the aim of this thesis was to assess the contributions made by immigrant entrepreneurs' resources towards opportunities exploration to establish and expansion of businesses.

To study this issue, I have developed a research model based on theoretical frameworks, which later helped me to formulate the research question: *“How do immigrant entrepreneur’s resources contribute to explore opportunities to start-up and grow of businesses in the food industry in the UK?”*.

To understand the phenomenon, this study has discussed various theoretical frameworks from several sources that consisted of immigrant entrepreneurship, entrepreneurial opportunities and motivations, the resources-based views and business start-up and growth stages.

In order to answer the research question properly, I have conducted the study by using qualitative case study method through semi-structured interviews from five informants, who are doing business in food industry in the UK. These informants could be considered as representatives of immigrant entrepreneurs in the food industry.

The major findings of this study point out main sources of immigrant entrepreneurial opportunities as industry related business and work experiences, skills, recognizing market gap etc. that stimulate immigrants to start-up a business in host the country. To exploit these opportunities, immigrant entrepreneurs are strongly motivated from positive motivational factors (freedom, work flexibility, experience etc) rather than negative motivational factors (unemployment, job dissatisfaction etc.). In addition, important findings of the study were immigrant resources such as industry related experiences (cooking, managerial experiences),

financial sources (own saving, family loan etc.) has greatly influenced on immigrant's opportunities to start-up and growth of businesses. Further, the study also indicates immigrant's strong tie networks have more strong relation at start-up, while weak tie networks strongly effect on business growth stage.

This result can be considered as new addition to the existing literatures and foundation for future study. The findings of the study can be used in other industry as sample and it also can guide potential immigrant entrepreneurs to understand how to explore opportunities, which resources needed to be emphasized etc to start-up and grow of business.

Kew words: Immigrant entrepreneurship, Entrepreneurial opportunities, Entrepreneurial motivations, The resource-based views, Immigrant Networks.

Preface

I am, hereby, presenting my Master thesis “Immigrant entrepreneurship in the UK: opportunities and resources to start-up and grow of businesses in the food sector”. This thesis is submitting as the concluding product of my Master’s in business studies, specialized on Innovation and Entrepreneurship at Nord University.

The task would not have become such exciting and interesting without some people’s help. Therefore, firstly I would like to owe my sincere gratitude to my supervisor, Espen John Isaksen, who constantly gave me support, guidance, insightful suggestions and critical feedback through the entire time of thesis writing process. Further, I would like to thank another reviewer, Aleksander Jenssen, who gave me valuable suggestions after reviewing the draft of my thesis. Furthermore, I also would like to thank the informants, who gave me time and share valuable information instead of their business schedule. Finally, I want to thank my family members and friends for their supports and inspiration.

Bodø, 1st December 2019

Mahtab Ahmed

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1. Introduction

This chapter consist of the background of study which will present the significance of the study. Afterwards, theoretical background and research gap will show how this study will contribute to develop theoretical framework and can help to different parties like potential immigrant entrepreneurs, policy makers etc. In addition, this chapter will also depict the research question of this study, which will be followed by highlighting definition of theories such as immigrant entrepreneurship, opportunities and motivations, the resources-based views, start-up and growth of a business, that will be used in this study. At the end, the structure and contents of this thesis will be presented.

1.1 Background and Actualization

The topic for the thesis is Immigrant entrepreneurship in the UK: opportunities and resources to start-up and grow of businesses in the food sector. The background of the study will help to understand the importance of the phenomenon. As the world is becoming smaller and for the effect of demographic condition on many countries' economy, number of immigrants are increasing from the second half of twentieth century. That make sense that people from underdeveloped and developing countries are migrating to developed or more advanced countries because of political, economic and many other reasons. The number of international immigrants globally has continued to expand quickly in recent years and reaching 258 million in 2017 from 173 million in 2000 according to the United Nation's International Migration Report (2017). United Kingdom is one of the most attractive places for immigrants who are migrating from different countries, as immigrant friendly policy of the UK. It is estimated according to the migration observatory in 2018, the number of immigrants is increasing day by day in the UK, increased from 5.3 million in 2014 to 9.3 million in 2018. And most of them are living in big cities, e.g. in London 38% immigrants are residing (the migration observatory). This study will be focused on immigrant of two big cities on the UK; London and Birmingham. However, beside developing and underdeveloped countries, lots of people are moving to the UK for work, study, family immigration etc (ibid). It is really hard to adjust with new environment, new society and culture and compete with native people in this competitive job market. Therefore, beyond all barriers, some immigrants tried to become self-employed.

Immigrants settle in new environment, start-up business to introduce their own native products and become self-employed or immigrant entrepreneurs (Rath, 2006).

It is found that immigrant entrepreneurship rates are slightly higher than natives of host countries in most of member countries of Organization for Economic Co-operation and Development (OECD). Approximately 12.7% of immigrants who are able to work is self-employed and involved in entrepreneurial works, compared to 12% of native entrepreneurs (OECD 2010, 24-53). Similarly, in the UK, immigrants are more inclined to be self-employed and the number of immigrant entrepreneurs has been growing rapidly rather than native British entrepreneurs over the last two decades. According to the GEM report 2018, TEA rate (Total early-stage entrepreneurial activities) among immigrants was 14.5%, compared to 7.9% among native British. Immigrant are owning more than 50% of new start-up businesses among all type of businesses in London and operating 7% of small businesses over there, estimated by National Westminster Bank report 2015. The UK government greatly encourage immigrant entrepreneurship as it has a positive effect on the society and country by adding value to the economy, creating employment and supporting new immigrant to start-up new business. Mark Hart, coordinator of GEM UK report 2017 in page 38, stated in this context *“So, what this tells us is that minorities and immigrants are making a big contribution to the prosperity of the UK, growing new firms and creating jobs in our communities. Often, they’re setting up their businesses with the express aim of having a social impact beyond simply making money”*. Though socio economic development by immigrant entrepreneurship are well developed, it is almost impossible to practice entrepreneurial activities without profit making opportunities (Holcombe, 2003). So, Immigrants need to capture these opportunities in the host country with their expertise, experience, networks etc. Therefore, the objective of this study is to explore the contribution of immigrant’s resources (such as human resources, financial capital and social networks) to recognize availability of opportunities to start-up and growth of a business in the UK.

1.2 Theoretical Background and Research Gap

Different scholar such as Shane & Venkataraman (2000), Keogh & Polonsky (1998), Gartner (1988), Read and Sarasvathy (2005), Drucker (1985) Schumpeter (1934) and Kirzner (1973) defined entrepreneurship in different way. for example, Gartner (1988) stated that

entrepreneurship is the creation of new venture, while Drucker (1985, p. 346) defines that “*the entrepreneur always searches for change, responds to it and exploits it as an opportunity*”. This problem could make the research study more difficult and hence, definition that will be used in the study should be cleared (McCarthy and Nicholls-Nixon, 2001). Therefore, this study defines immigrant entrepreneurship as “Immigrant entrepreneurship is the activities for creating a new business of either new or improved product or services through exploiting opportunities with the combination of resources by an individual, who or whose parents are migrated”.

In addition, there has been wide researches on immigrant entrepreneurship in context of immigrant entrepreneurial motivations, barriers, networks etc. But in regards of the resources-based opportunities exploration by immigrant entrepreneurs in the UK, has not been done yet. It is really important to know what are the contribution of immigrant’s resources that trigger them to explore opportunities and establish business in a host country. It is tough to figure out what type of resources are most important for immigrant entrepreneurs to explore business opportunities without conducting study on that field, which is still untouched. Therefore, his study will break new ground by studying immigrant resources that contributes to explore opportunities to start-up and growth of a business in the UK. For that, it will use different developed theoretical framework such as opportunities structure, entrepreneurial motivations, the resources-based views etc.

Therefore, the main purpose of this study is to add in-depth understanding on contribution of immigrant’s resources to explore business opportunities in the UK. It is also expected that the study will provide useful information to different parties. Firstly, the result from this study will assist potential immigrant entrepreneurs to start-up and growth of a business in the UK. They can obtain knowledge on different types of immigrant resources and can understand which resources are more important for them to the path of entrepreneurship, what type of opportunities they need to recognize, which motivations can trigger them to start-up and growth of a business etc. Secondly, this study also can be useful for policy makers. Immigration policy makers of the UK can have comparative as well as informative data from my study about immigrant entrepreneurship policy of the UK, which may help them to make more flexible rules and regulation for business opportunities for immigrant, encourage and support entrepreneurial process. In addition, Immigrant department can utilize the findings of the study to determine which skilled migrants should be welcomed first.

1.3 Research Question

The purpose of this paper is to enhance knowledge regarding immigrant entrepreneurship in UK and to understand how immigrant entrepreneurs in the UK capture opportunities by using their resources to compete with local entrepreneurs. In my study, a main question is addressed to achieve the research objectives. The main research question is following.

How do immigrant entrepreneur's resources contribute to explore the opportunities to start-up and grow of businesses in the food sector in the UK?

This research question tries to find opportunities that stimulated immigrants to start-up a business in the UK and study the sources of entrepreneurial opportunities from the resources-based perspectives. Therefore, this question will also consider how different types of entrepreneurial motivations influence immigrants to exploit these business opportunities. Besides, this also cover, how immigrant's human resources, financial capital and social networks play significant role to their business start-up and growth. Overall, this research question finds out the resources needed by immigrant entrepreneurs to explore opportunities to start up their ventures in the UK and then expand it. To discuss the answer of the research question, I am planning to use qualitative case study method through semi-structured interviews from five immigrant entrepreneurs in food industry in the UK.

1.4 Introducing Theoretical Terms

Table-1: Definition of Theories Used in the Study
Entrepreneurship: According to Shane (2000, 2003) and Shane & Venkataraman, (2000), entrepreneurship can be characterized by how opportunities are found, made as well as exploited by whom and with what outcomes. While Gartner (1988, p. 603) more concisely define “ <i>entrepreneurship is the creation of new organization</i> ”.
Immigrant Entrepreneurship: Faist (2000, p. 18) broadly define immigrant as “ <i>Immigrant is one who moves from one country to another with the intention of taking up residence there</i> ”

for a relevant period of time". Therefore, immigrant entrepreneurship can be defined as 'the business owned and operated by immigrants.

Entrepreneurial opportunities: "*.... are a situation in which a person can create a new means-end framework for recombining resources that the entrepreneur believes will yield a profit*" (Shane, 2003, p. 18). These opportunities come from different sources such as, need of support, need for achievement, creativity, previous experiences, specific skills etc.

Motivation: Entrepreneurial motivation can be explained as external and internal factors that inspired people's opportunities to transfer them in continuous interest as well as committed to a role (Business Dictionary). These motivational factors can be divided into two groups according their positive and negative effect as "Pull (freedom, being own boss, luxurious life, work freedom etc) and Push factors (job dissatisfaction unemployment situation etc.)

Resources: According to the Barney (1986) and Grant (1991), a business achieves and sustain competitive advantage by using valuable capital. Bolingtoft et al. (2003) categorized entrepreneur's resources as (i) Human capital: like specific industry related experiences or skills, education etc; (ii) physical capital like business equipment, building etc (iii) financial capital and (iv) Networks like family, friends, customers, suppliers etc.

Business Start-up: Different researchers used various parameters for the gestation time like business start-up activities, request for financial help, saving own money, investing own money, renting facilities, preparing plan, hiring staff and customer demand, receive first customer order (Alsos & Kolvereid, 1998; Giacomini et al., 2011; Liao & Welsch, 2008; Choi & Shepherd, 2004).

Growth Stage: A business can expand in different way such as they can expand by growing their activities, can acquiring by having another business or branch of the same business, or by doing another type of business (Delmar et al., 2003). According to Delmar et al. (2003) and Karadeniz and Oczam (2010) in context of growth stage, growth of operationalized business depends on the entrepreneur's willingness to maximize sales and increase number of employees in the coming five years.

1.5 Delimitations

For the limited time framework and resources constraint, I have decided to conduct the study on a specific group of immigrant entrepreneurs; those from Bangladesh are doing their business in London and Birmingham, two big cities in the UK. Further, I choose to study on immigrant entrepreneurs in food sectors, as restaurant business is mostly familiar among immigrant entrepreneurs in the UK and it will be easier to collect data from informants. In method chapter, I have explained most of the delimitation.

1.6 Structure of the Study

This master thesis consists of six chapters as Introduction, Theoretical framework, Methods, Empirical findings, Discussion and Conclusion and Implication. Following introduction chapter, the second chapter provides both literature and theoretical background of immigrant entrepreneurship, entrepreneurial opportunities, entrepreneurial motivations, the resources-based views, start-up and growth stage in entrepreneurial process. And the chapter ends with developing a research model for the study.

Afterwards, the third chapter consists of philosophical view of the study, research design and data collection methodology. It also shows how I develop the interview guide and conduct interviews, what criteria I use to select these informant and analysis process of the data. The chapter ends by discussing quality and ethical issue of the study with summarizing the chapter.

The empirical findings of the study are discussed in chapter four within two part. Firstly, introduction of informant's general information is presented and then the main empirical findings regarding the research topic is discussed.

Empirical findings chapter is followed by discussion chapter, where I discuss my findings by relating with my theoretical framework. And at the end, discussion of findings will be summarized by depicting revise the research model.

Finally, the conclusion and implications chapter summarize the whole thesis shortly with the answer of research question according to the findings. The chapter conclude by discussing theoretical contribution of the study and practical implication to different parties and recommendation for further study.

2.0 Theoretical Framework

This chapter will help reader to understand different terms used in this master thesis and give knowledge to develop basic concept about the research subject. Firstly, chapter will begin by introducing the term entrepreneurship as the foundation of theoretical concept of the term immigrant entrepreneurship by using existing literature in the study area. Afterwards, theoretical framework related to immigrant entrepreneurship will be presented with the definition of immigrant, in order to give necessary information for a better understanding of this phenomenon. Further, literatures concerning entrepreneurial opportunities, motivations and the resource-based view will be outlined, so that reader can understand the sources of opportunities and motivations, entrepreneurial resources, how all of these are interlinked and influenced entrepreneurial motivations to start-up and growth of immigrant's businesses. Thereafter, theoretical frameworks related to the components of business start-up and growth will conceptualize. And the part will be ended by developing a research model of this thesis.

2.1 Entrepreneurship

This paper is about the immigrant entrepreneurs of United Kingdom, which is considered to be fairly high on the entrepreneurial exercises, according to the Global Entrepreneurship Monitor (GEM UK 2016 Report) United Kingdom 2016 Monitoring Report. As UK government is highly supporting for immigrant entrepreneurial activities, United Kingdom is performing very well comparing with other innovation driven countries. Start-up skills, cultural support and networking are the factors that UK is flourishing in the general GEM index. Before knowing the concept of immigrant entrepreneurship, first we have to know the term entrepreneurship in general. Different researchers have different definitions on entrepreneurship.

To explain “what entrepreneurs do”, several definitions have been developed in order to define exact nature of entrepreneurship. According to Oxford Dictionary (2015), “*a person who sets up a business or businesses, taking on financial risks in the hope of profit.*” Though this definition is new, the term entrepreneurship is not new in theoretical framework. The literature has conceptualized entrepreneurship as a process by which people either within organization or alone, explore opportunities beyond the resources they have in hand (Keogh & Polonsky,

1998). Gartner (1988) came up with the idea more concisely that entrepreneurship is the creation of new venture.

On the other hand, Schumpeter (1934) stated that along with profit making, entrepreneurs also motivated by different factors like creativity and innovation. According the definition it can be manifested in five ways: a) introducing new process of production; b) introducing a new or more improved products or goods; c) introducing a new market; d) new supply chain and e) reorganizing or reengineering of business management process (Mitra, 2012).

While some recent researches defined entrepreneurship is the activities of creating new business, new markets and new products by exploiting opportunities with the combination of resources (Read and Sarasvathy, 2005). Agreeing with the definition, Drucker (1985, p. 33) defines that “*the entrepreneur always searches for change, responds to it, and exploits it as an opportunity*”. Considering entrepreneurship in terms of opportunities, Shane (2000, 2003) and Shane & Venkataraman, 2000) stated, entrepreneurship is characterized by how opportunities are found, made as well as exploited by whom and with what outcomes. Search opportunities with combination of resources and network then grab these before others do this, is closely related with entrepreneurship. To start up a business, an entrepreneur needs to discover their available resources and networks to find how that would make entrepreneurial opportunities.

Overall, from the above discussion it can be summarize that entrepreneur is an individual who combine resources with opportunities in order to bring up new process for production, new products or goods and new organizational forms. It also can be said that individual who explore market opportunities by taking risk and eliminate the disequilibrium between overall demand and supply to start-up a business. And an immigrant entrepreneur is a person who start, own and operate a business in the migrated country. To understand the term immigrant entrepreneurship, In the next part, I will describe the theoretical concepts on; who is immigrant? and what is immigrant entrepreneurship? respectively.

2.2 Immigrant entrepreneurship

2.2.1 Immigrant

In general, immigrant is a person who come to a new country to live permanently. Faist (2000, p. 18) broadly define immigrant as *“Immigrant is one who moves from one country to another with the intention of taking up residence there for a relevant period of time”*. People also called immigrant who is born in the country, where their parents moved. According the definition, different group of people of immigrant can be divided into several groups. Vinogradov (2008) in his research paper explained that many researchers classified the immigrants into two groups: first- and second-generation immigrants (Peters, 2002). According to him, if the individual born outside of his current living country along with both parents (who also born in another country) migrate to the current country is called first generation migrants. While if the person born in the country where he is living now but his parents were born in outside of the country and they migrate to the current country before his/her birth is called as second-generation immigration. In addition, an individual is considered as a native if he as well as his parents were born inside the country they are living now (ibid).

The number of international immigrants globally has continued to expand quickly in recent years and reaching 258 million in 2017 from 173 million in 2000 (International Migration Report 2017). More than 80 million of immigrants in the world are living in Asia, while 78 million in Europe. Third biggest number of immigrants are in Northern America, while Africa, Latin America and the Caribbean and Oceania hosted 25 million, 10 million and 8 million respectively (ibid).

Immigrants contribute to the welfare and economy of host country by being entrepreneurs or doing job. Lots of Competent and skilled immigrants enter the host country for study purpose or work, furthermore, established their business after staying a number of years in the country, whereas a smaller number enter for opening a business (International Migration Report 2017). Overall by definition, immigrant entrepreneur is a person who migrated and made decision to live permanently in a foreign country and who become entrepreneur (Dalhammar, 2004). Therefore, the following subchapter will more conceptualize the term immigrant entrepreneurship in the relevant literature.

2.2.2 Definition of Immigrant Entrepreneurship

Generally, immigrant entrepreneurship as the business owned and operated by immigrants. From different standpoint, immigrant entrepreneurship is a significant research area and now it has taken time to be worldwide (Kloosterman & Rath, 2001). They also explained that the advancement to research on immigrant entrepreneurship was first identified in the USA and then in the UK. To define the term they also explained, research on immigrant entrepreneurs specify that immigrant entrepreneurs originally start up their business, to fulfil with the necessity of immigrants of numerous socio- cultural or ethnic groups, mainly focused on the labour market in lower level (ibid). While, Baycan-Levent & Nijkamp (2009) defined immigrant entrepreneurship as the entrepreneurial performance by immigrants has driven to raise a new phenomenon. Immigrant entrepreneurs are those individuals who involved themselves in developing own business and make employment by this business in the migrated country (Altonen & Akola, 2012). Vinogradov (2008) described immigrant entrepreneurship in his dissertation paper that, immigrant entrepreneurs engaged in economic activities, job creation, design organising and profit oriented in the market.

So, it can be said that Immigrant entrepreneurship plays a critical role to lessen unemployment ratio in ethnic community. However, the main consequence of immigrant entrepreneurship is the contribution it takes in reducing the unemployment ratio for the host country more specifically for group of immigrants. In addition, it has the prospective for the revitalization of the economies of host country (Masurel et al., 2002).

After all, for this master thesis study, a definition of immigrant entrepreneurship can be developed from above studies of entrepreneurship and immigrant entrepreneurship inspired by Gartner (1988) and Drucker (1985). “Immigrant entrepreneurship is the activities for creating a new business of either new or improved product or services through exploiting opportunities with the combination of resources by an individual, who or whose parents are immigrated.” So, to start-up a business in the new country immigrant entrepreneurs need to exploit opportunities with the combination of resources they have in the new environment. In order to understand the immigrant entrepreneurial opportunities and sources, a short description will be given in the next section.

2.3 Entrepreneurial Opportunity

In the previous part, I have discussed about immigrant entrepreneurship, where an immigrant needs to grab opportunities and exploit it in order to start-up his/her own business. All immigrants cannot explore business opportunity, or they are not willing to exploit it. To understand how immigrant entrepreneur start-up business in a host country, it is important to know entrepreneurial opportunities and where these come from. In this part theoretical concepts of opportunity with its sources will be presented.

According Shane & Venkataraman (2000, 223) and Venkataraman (1997), entrepreneurship involves with opportunities discovery, evaluation and exploitation to bring up new services or goods, organizing process, new material and markets by these activities that was not exist before. Basically, entrepreneurial opportunities are depending on two elements: individual to do something (start-up, network, combination and beliefs) and things occurring in the environment such as resources. Shane & Venkataraman (2000, p. 218) later propose that “*the sources of opportunities; the processes of discovery, evaluation, and exploitation of opportunities; and the set of individuals who discover, evaluate, and exploit them*” should be studied. Though several scholar debate that it is futile to divide opportunities from individual because of socially as well as subjective constructed mood of opportunity, other elucidated opportunity as an objective constructed visible that made by knowledgeable entrepreneur. To define entrepreneurial opportunity Shane (2003, p. 18) stated that “...*a situation in which a person can create a new means-end framework for recombining resources that the entrepreneur believes will yield a profit.*” While Landstrom and Johannisson (2001) explain exploiting opportunities by combing resources and organizing in new business format is entrepreneurship. So, we can say entrepreneurship depends on opportunities, their exploitation and discovery. In this perspective Stevenson, Roberts and Grousbeck (1985, p. 312) said ‘*entrepreneurship is primarily driven by perceptions of opportunity*’. Dynamic environment creates opportunities which constantly open and close gap for business activity. Schumpeter (1934) and Kirzner (1973) defined opportunity as a chance to fulfil market need in a creative way by the combination of resources in order to deliver specific value. Therefore, the opportunity perspective of entrepreneurship remarked start-up opportunity as important sources of entrepreneurial operations and main motivation for new business start-up.

This definition makes it understandable that opportunity recognition is a creative procedure, where opportunity is created by individuals not only discovered. In addition, entrepreneur can

exploit his present situation by his perception quality, which make him able to transfer present activities for the better. So, it can be said opportunity depends on idea, mind, creativity and the viewpoint of entrepreneurs.

However, some business ideas do not turn in to business opportunities. To understand more in depth and as entrepreneurial opportunity is an important issue in this study, differences between business idea and opportunity should be outlined. All business idea may always not require to be a business opportunity; entrepreneurs have to sift and filter these ideas to recognize these are original opportunity or not (Verma, 2015). He also explains that most of business ideas cannot be turned into opportunities because lack of resources, courage, time money and lack of risk-taking intention. An entrepreneur is good at figuring out which business ideas can be changed into business opportunities and they can execute these to businesses start-up.

So, it can be said that an important activity of entrepreneurial process is opportunity recognition. Entrepreneurship would not be real without opportunities by providing input that motivate the individual to identify business ideas in economic activity. This focus on the procedure of opportunity recognition, in order to examine these influential factors which one can recognize. Bhawe (1994) identified two possible way of forming an enterprise, in relation to opportunity recognition: (1) internal stimulating which guides to discovery and (2) external stimulating which leads to systematic search. Though both ways look different, these routes work to search business idea and process to achieve several stages of business.

External stimulating (systematic search)

This way focusses the desire of individual to be an entrepreneur instead of identifying specific opportunity he can utilize. The decision of opportunity is taken before identifying any opportunity of doing business. Therefore, opportunity recognition is initiated through a systematic search by entrepreneur, who, inspired by his need or will to be an entrepreneur, is continually looking for ideas to seized, hence identifying lots of possibilities and having difficulty to select and evaluate most appropriate opportunity in this stage.

Internally stimulating (Discovery)

Discovering of an entrepreneurial opportunity which come from excising unfulfilled market demand and then turn into a new business. Prior experience, prior knowledge, alertness, identifies opportunities for making profit and chose to grab them and create a business idea is internally stimulating process. These processes can be summarized by Bhave (1994) according the following Figure-1 ;

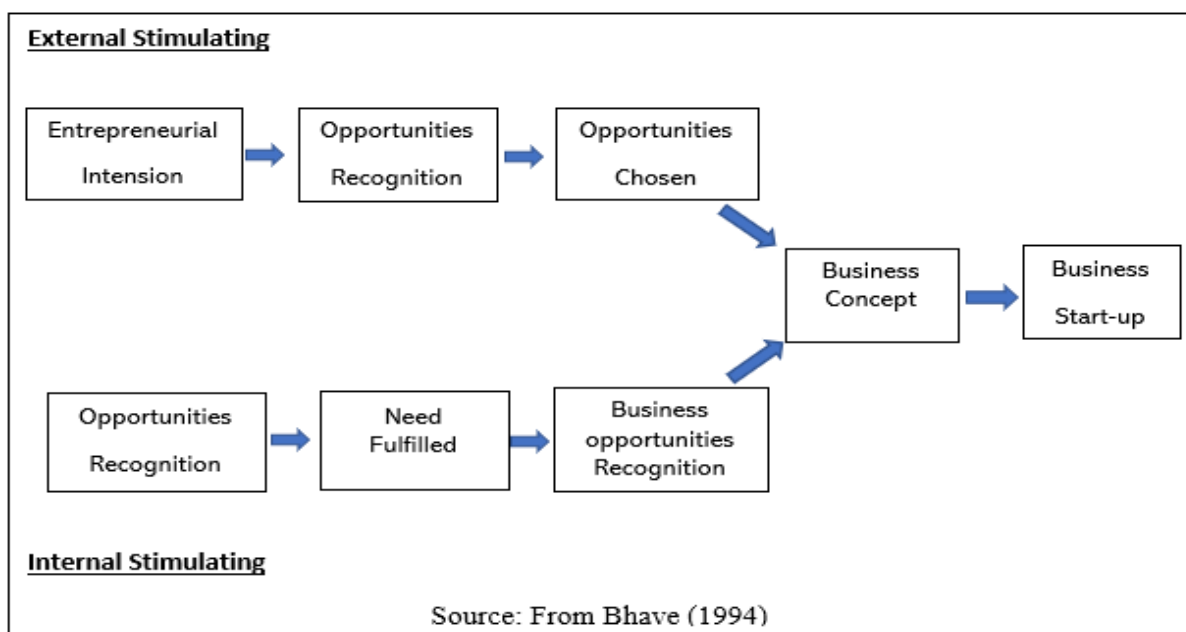


Figure 1: Entrepreneurial decision from opportunity recognition (Bhave, 1994, p. 229)

In general, external stimulating opportunity recognition driven from person's desire to be an entrepreneur, while Internal opportunity recognition is understood as opportunity discovery randomly which is not prepense, by favoured through some characteristics of an individual with entrepreneurship aptitude.

It is basically hard to identify accurate sources of opportunity, thus many researchers classified these with the objective of recognizing their fundamental elements and nature. In this context, Drucker (1985) provided explanation that the sources can be classified in two groups where (1) within Firm or sector like inconsistencies, need arising from process of production, unexpected events, changes in market and industry, while, (2) external sources of firm like change in views, new knowledge, demographic change etc. While Mueller and Thomas (2001) grouped these factors involved in the process of opportunities recognition into four groups. That can be both negative and positive, which means some of them can be push factors for which individual

decide to be an entrepreneur and pull factors with positive sign. They suggested following sources of opportunity recognition-

Mental Processes: This source determines the cognitive mechanisms typical of a perspective entrepreneur which are mainly psychological factors. Such as Risk propensity, consciousness, tolerance, need of support, need for achievement, creativity etc.

Experience: Experience contributes to maturing specific know-how and enter into the sources where entrepreneurial idea will be recognized. Previous work experience is a source in opportunity recognition.

Knowledge: In the case of opportunity recognition, knowledge can be understood in two sense, first as driven from training and individual experiences, another one is information which are exist in the market. That knowledge helps entrepreneur to interpretation of new input and ability to identify business opportunities.

Environment: Environment here in the opportunity recognition process is identified as join action from several factors such as Family culture, Market, Social Network

The opportunity perspective of immigrant entrepreneurship remarked start-up opportunity as important sources of entrepreneurial operations and main motivation for new business start-up. Since some immigrant entrepreneurs have work experience both in their home country and current country, they have much more information and bigger networks that help them exploit opportunities more easily. Immigrant also keep relationships with their home country either directly or virtually, which help them to increase resources maximization and improve their entrepreneurial knowledge. Therefore, immigrant entrepreneurs can adjust various new entrepreneurial opportunities. In addition, some immigration experience also helps them to build social network, capital and experiences around the country.

However, opportunity can come any time at any situation to any individual. Everyone may not exploit opportunity as they are not willing to do business. Individual who have strong motivations to start-up a business exploit opportunity as soon as they find it out. Therefore, I will present theoretical framework regarding entrepreneurial motivations that helps immigrant entrepreneurs to start-up a business in the following section.

2.4 Motivations of immigrant entrepreneurs

Being an entrepreneur is a choice. Motivations behind entrepreneurship play an important role to exploit opportunity, combine resources and start-up a business. All these steps have high risks, uncertainty, which needed to handle to establish a business with strong motivations.

The word Motivation means motive which derived from Latin word mover. The expression of a person's inner state of mind or goal that indicates human action to achieve a goal is call motive. According to the Business Dictionary, "motivation" is explained as external and internal factors that inspired people's desire to transfer them in continuous interest as well as committed to a role. In addition, motivation can come from both unconscious and conscious factors like needs, expectations and goal which influence people's behaviour (Online Business Dictionary, accessed on 05 October 2019). Different theorists have indicated several factors turn one's motivation to be an entrepreneur. The driving factors could be, for instance, independence desire and desire to capture opportunities or financial desire (Shane, Locke & Collins 2003). These factors encourage individuals to choose to be self-employed. Besides, gender, practical experiences, family background, family culture also driving factors that greatly motivate people to start their own firm or company (Ashley-Cotleur, King & Solomon 2009).

Motivational factors, noticeably, vary from person to person while also can be differed among various entrepreneurs' group. Several studies have been done to bring out the main factors and reasons behind the entrepreneurial decision. Those determinants of motivational background of entrepreneurial activities can be divided in to two main category and the terminology of these categories mentioned different researchers in different ways. For example, Hessels et al. (2008) mentioned as "Opportunity driven vs Necessity driven" factors while, Amit and Muller (1994) and Gilad and Levine (1986) refer to "Pull vs Push" factors. It is proved that after migrant to another country, immigrant's feeling of highly need which can be view from both side: by opportunities and necessity that pulling and pushing them to acquisition which be in turn in the self-employment or entrepreneurship (McClelland 1961). Dawson & Henley (2012) explained that motivation of being entrepreneur can be seen as positive, while it is more related to opportunity as it gives the opportunity for improving quality of life and provide opportunities for searching creative entrepreneurial idea. In contrast, if motivation of being entrepreneur is more linked with reluctant activities like unavailability of job and other opportunities, job dissatisfaction, then this kind of entrepreneurship cab be seen as negative.

Pull vs Push Factors

Research on entrepreneurial motivations required to divided motivations for entrepreneurship to study these in more accurate way; categorising them in pull and push factors (Gilad & Levine 1986, Bates 1997, Fairlie 1996, Amit & Muller 1995).

Pull factors

Researchers described pull factors as positive motivation of being entrepreneur as entrepreneurial activity motivation is linked more in wants rather than needs and therefore, being entrepreneur is by choice urged by hope to achieve personal goals (Shinnar, Cardon, Eisenman, Zuiker & Lee 2009.). Pull factor are usually come from internal motives and are opportunities driven. These factors include freedom, dream of being entrepreneur, become one's own boss, higher or luxurious life, independency, self-esteem etc. are positive motivational factors. Some individuals like to be entrepreneur as they value their dream of being own boss and want independency (Rissman 2006). While, some individual like freedom in work, which is also a factor to motivate people to be entrepreneur. According to Carter, Gartner, Shaver & Gatewood (2003), work flexibility is also a pull motivational factor. In addition to these, practical and professional work experiences are also driving factor that help to decide entrepreneurs to which industry one should go for. Besides, business background or business experiences, family business also motivate one to run a business either his own or family business. Shane (2000) and Ucbasaran et al. (2003) stated in this regard that individual who did business previously had improved in problem solving skills, enchanted ability of identifying and exploiting opportunities and developed entrepreneurial mindsets. It can be generalized, an entrepreneur, who are motivated to start-up by their own choice, are influenced by pull factors (Rämälä 1999). To maintain social status some immigrant wants to be entrepreneur. According to Kloosterman et al (1999), entrepreneurship can offer opportunity to maintain social status for an immigrant, as immigration is generally viewed as a lower status in society. Money is a factor of self-employment, though in case of small business, doing job is better option for earning money. But aim of earning money for better lifestyle can be considered as a pull motivational factor (Kirkwood, 2009).

Push factors

Push factors are rooted with needs rather than wants. These are external elements that motivate one to be entrepreneur, also considered as negative environmental effects. These factors like job dissatisfaction or employer bad behaviour, unemployment situation etc. force one to do business (Kirkwood, 2009). Job dissatisfaction is considered as push motivational factors (Winn, 2004). As immigrants after migrating to a new place are unable to transfer their social and human capital, could not match their previous educational diploma with job criteria, language barriers also become obstacle to compete with native competitors which make them to take the decision of being self-employment. Habiya et al. (2009, p.13) said about that *“immigrants do not enter business as a way of life but rather it is the best opportunities of making a living when life provides few alternatives”*. In addition, lack of opportunity to earn sufficient income also pushed them to establish their own business for their survival (Benzing & Chu, 2009). Other contributing factors that limits immigrants to do a certain job are lack of knowledge and lack of higher education, lack of proper skill which push immigrants to start-up his/her own business. As unemployment, lack of skills, job dissatisfaction factors are major problems now in the whole world, push factor are more important to entrepreneurship or more even to immigrant entrepreneurship. Besides, it is open secret that employers in a host country always prioritise the native candidates than immigrants. Hagen (1962) explained this as when a community people faces discrimination in host country to get a job, which in turn inclined them to establish his or her own business.

Both push and pull factors are contributors for an immigrant to motivate them to engage in business in a new environment which help them to enhance their social status. From the above literature, it can be said that one entrepreneur can be motivated from more factors beside the main factor that strongly trigger them to be self-employed. So, some motivations behind entrepreneurial activities (freedom, independency, earning money etc.) can be same among immigrant entrepreneurs, beside their main motivations. And these motivations make differences whether an individual going to exploit opportunity or not. Highly motivated person pursue opportunity and explore resources to start-up his own business. Therefore, in the following part, I will explore the resources entrepreneurs need to exploit opportunities once he is motivated to start-up a business.

2.5 The Resources-based view

An entrepreneur needs to combine different types of resources to exploit business opportunity in his mind. The entrepreneurs' capability to achieve the required resources and combine these to form a new business is crucial for whether the business will be established and the degree whether the growth will be accomplished.

According to the resource-based view, a business achieves and sustain competitive advantage by using valuable capital (Barney, 1986; Grant, 1991). In general start-up capital consist of the main resources, entrepreneur engaged such as human capital- education, experiences, knowledge; physical capital- land, money, equipment etc. According Aldrich (1999) along with Landstrom and Johannisson (2001), accomplishment of resources is focus is main component in establishing a new business. Several researchers point out that work experiences and previous business experience are important for the success of business (Bruno and Tybee, 1985).

Barney (1991) defined resources as both material and imperials and later he classified these resources into physical, human and organizational resources. Physical resources include firm's building, equipment, technologies, it's location and raw materials. While human resources consist of training, knowledge, experiences, skills etc. Further, organization resources include firms planning, controlling, coordinating process, reporting structure as well as formal and informal relationship with other firms and stakeholders (Barney 1991, p.112). Similarly, Bolingtoft et al. (2003) described, to form and sustain a business, the entrepreneur required to have access to following types of resources (i) human capital; (ii)physical capital; and (iii)financial capital and Network. Where each resource play important role at both start-up and growth stage of a business.

To be successful entrepreneur, one should estimate the required investments for their business so that they can plan, evaluate, execute and crafting business with proper potential financial sources. The decision of which resources are required, at what time and how to achieve these resources, are strategic decision that match with other motivating factors of entrepreneurship (Timmons and Spinelli, 2007). It can be argued that the most important resources at the start-up time are human resources. An entrepreneur primarily needs to spot these kinds of resources which I explain in the following part.

2.5.1 Human resources

Human resources are vital element to start-up a business. In entrepreneurship, human resources that indicate personal resources of a person which enable an individual to do a business.

Human resources theory provides several explanations for entrepreneurship. These theories recommend that some characteristics of the people that motivated them to be able to start up their firm in the difficult time of first starting period. In this regard, Dollinger said that the main motive of this approach should be to bring out that the entrepreneur owning resources that are unique. He again explained “Each person’s psychological, sociological, and demographic characteristics contribute to or detract from his or her abilities to be an entrepreneur” (Dollinger 1995: 12). So Human resources consist of knowledge, education, personal experiences, prior entrepreneurial experience, managerial experience, training and skill etc. According Becker (1993) human resources can be divided into two categories by their direct and indirect effect to start-up by an entrepreneur. These are “General Human Capital” and “specific Human Capital”. General human capitals are education, work experiences those increase human productivity and beneficial for both job and entrepreneurship. While specific human capital are beneficial to be entrepreneur in a specific industry. For example, chef or cooking skill for restaurant business. It can be categorized as industry specific human capital (managerial work experiences, employee management, industry related skills) and entrepreneur specific human capital (previous business experiences, related diploma/education etc.). Most literatures, related to the impact of human capital on business start-up process, focus on entrepreneur’s ability.

General Human Resources

General Human Resources are those that people gain in knowledge gaining stage in life. That could be academic education, knowledge, languages, personal experiences, work experiences etc. For example, Education, which the future entrepreneur had gained by schooling in his early age. Education consist of knowledge, problem solving ability, discipline, self-confidence. Timmons (1994, p.43) states “*the notion that creativity can be learned or enhanced holds important implications for entrepreneurs who need to be creative in their thinking*”. Similarly, people need a common language to communicate to each other. People learn language as their need, to home they are going to contact. For example, people who wants to communicate with

people from another country, generally use English as international language. Immigrants learn language of the country or place where they move. General human resources open huge extent of opportunities to choose the things one to do. It is agreeable that obtaining high level of general human resources that positively influences on the possibility of being involved in the business start-up. Education can help entrepreneurs to be more creative and competent.

Specific Human Resources

New business has more possibility to be success for the entrepreneurs who obtained previous experience or management experiences or some other business-related skill in the same industry. For example, cooking experiences or managerial experiences in food service business can be competitive advantages for entrepreneurs to operate businesses in food sector. According to Bruderl et al. (1992), to be an entrepreneur most relevant specific human resource is previous business experience. Bruno and Tybee (1985) also support that as several researchers point out that work experiences and previous business experience are important for the success of business. Knowledge of establishing business procedures, relationship with key stakeholders and other organizing activities that one gained from previous business, can greatly help in new venture creation. Sandberg and Hofer (1987) suggested that new business success probabilities are more when: 1) Owner have previous business experiences; 2) when entrepreneurs have previous managerial experiences in a similar industry 3) entrepreneurs have skill in the same industry. Business opportunities can also come from specific human resources. According to Aldrich (2000), most business owners determine opportunities for starting a new business from education, experience and expertise that obtained from previous work or their previous business. It is also obvious that business failure is considered as an important experience to start a new business and grab opportunities. Pointing on previous unsuccessful business, McGrath (1999) uses almost similar reasoning when she was debating about business failure that might a source of expertise, because of their failure they identify numerous business opportunities.

Education, skills and previous business experience set can influence the business formation idea and affect the ability to open a successful business. Nascent business owners need different kind of knowledge like work experience, expert's advices, copying current business forms (Aldrich, 2000). But Among both kind of human resources, specific human resources have

more positive relation with business start-up and growth than general human resources (Vinogradov & Isaksen, 2008). This point on human resources has been achieving significant like key factor in explaining and understanding how and why people establish a business. Along with human resources, entrepreneurs also need financial resources when they consider to start-up their own business. The next part is going to theoretically highlight entrepreneur's financial resources and the sources of these resources.

2.5.2 Financial Resources

The importance of financial resources at start-up stage for an entrepreneur's is undeniable. It is really hard for an immigrant entrepreneur to gain sufficient financial resources to meet the need at the forming stage. They need capital to lease building, hire employees, buy equipment and other assets at very early start-up stage. Therefore, entrepreneurs need to know the role of financial capital, how and from where to collect the fund and proper way of utilizing the fund to start-up a successful business.

This is the most adaptable and basic type of resources as it can be exchanged into other resources when required. Achievement of resources are main components to establish a business (Aldrich, 1999; Landstrom & Johannisson, 2001). It is crucial to collect required resources and combined these resources to form a new business without knowing whether the new business will be existing or whether the desired growth will be accomplished (Alsos, Isaksen, & Ljunggren, 2006). According to Shane (1996), Social capital and entrepreneurship are both associated. Local financial resources are viewed as an element of local demand of service and goods. In this regard, different researchers argued that bigger availability of wealth provide better opportunities of start-up capital or lower cost of borrowing money. Higher income and possessing high wealth can make demand for services and goods and that motivated to start-up a new business (Westhead and Moyes 1992). So, it is obvious that there is a significant relationship between financial resources and start-up a business.

At initial stage, financial investing is vital for successful beginning of forming phase. For instance, to evaluate business idea by experts, entrepreneurs need financial capital. Once initial stage is successfully done, financing is required in order to cover the start-up stage of business for production and sales related activities. According to Hoofstrand (2013), financial resources

are needed to form a business and increase profitability by expansion and growth; there are different sources of funding according to the amount needed by entrepreneurs. Basically, financial source of a business whether in start-up or growth stage can be divided in two groups: internal and external sources. Internal sources are basically come from own savings, previous business or from revenue, while external sources are borrowing loan from different sources (Sassine, 2016). Brooks (2010), on the other hand, categorized sources of financial resources: personal savings, loan from family and friends, bank loans and other investors. Brief explanations of these sources are given below.

Personal saving

In case of small business start-up, the first financial sources come in mind is entrepreneurs' own savings. Personal saving consists of saving from previous jobs, previous business etc. In this context Fairlie (2012) found that the most important sources of start-up capital for entrepreneurs are own saving or family loan. Although, personal saving is mostly important for start-up stage, it is also use during the growth stage as retained earing during business and market expansion (Reily, 2015)

Family, relatives and Friends

Second and another common source of funding in both start-up and growth stage is family and close friends and relatives. In term of interest cost, they are cheaper and quicker sources with flexible repayment process. Loan process from these sources can be informal or formal contracts (Brooks, 2010).

Financial institutions and other investors

There are several financial institutions that lend money to develop local financial market such as banks, micro credit institutions, insurance companies, investment companies etc. But for start-up of small business it is hard to borrow money from these formal sources, as they required fulfil eligibility requirements to have access to such fund. The procedure is known as rating; where these financial institute evaluate financial information, business plan,

entrepreneurs credit records. In addition to that there are some other financial investors who invest money to earn profit such as professional investors, business equity, venture capitalists etc.

However, in small and micro level immigrant businesses, entrepreneurs play different roles such as owner, manager, financial investor, sales and marketing personnel to their business start-up and growth stages. There are lots of studies that are concerning possessing financial resources for immigrant entrepreneurship (Kushnirovic & Heilbrunn, 2008). Most of the recent studies on Immigrant entrepreneurship have showed the problems of financing in immigrant start-up. This means that the available financial capital to an immigrant entrepreneur are scarcer on many cases but in that time their ethnic groups act as a source of financial resources for creating opportunities and business start-up. According Light and Bonacich (1988) entrepreneurship's resources theory, both ethnic and community resources are formers for entrepreneurial opportunities.

Immigrant entrepreneurs are less interested to borrow money from credit companies or bank for many reasons like small and new business usually do not have legal and financial legislation, administrative complexity, long bank-customer relationship, credit history, feeling high credit risk and high information opacity (Kushnirovich et al. 2008). These effect of credit barriers on immigrant's business clarify that their capital for start-up a business is basically smaller than for native entrepreneurs. Therefore, immigrant entrepreneurs more likely collect fund from their savings, also tend to borrow financial resources from their close ethnic group like family, friends who much more often in in comparison to those native (Kushnirovich et al. 2008). So, the source of financial resources that funding star-up come from non-financial institution to the immigrant entrepreneurs who heavily depended on friends, family and community group. Light & Gold (2000, p.167) in this context explained "*Ethnic ownership economies make the existence of ethnic communities likely, as they provide ethnic economies with labour, loan funds, and consumers, while establishing and maintaining notions of group belonging which allow ethnic economies to exist*". As a result, bank loan become less important comparing with community financing and self-financing for immigrant entrepreneurs in their start-up phase. On the other hand, growth-oriented business will be more inclined to get finance from external sources to fulfil their higher financial capital demands (Cosh et al., 2009). Therefore, high growth firm tend to collect capital from external sources while small business with low growth tend to find financial capital from internal sources.

In the start-up stage when an entrepreneur take decision to convert his/her idea into business opportunity to he/she needs to ensure availability of financial resources. Lack of funding is considered one of the main reasons, why many opportunities cannot be actualized. To develop the business idea, entrepreneurs need financial resources at every stage in business lifecycle. In the very beginning or conception stage they need funding to evaluate the business idea. Then in the start-up financial resources help to arrange business components like purchase equipment, hire staffs, lease outlay etc. Following this at the growth stage, financial resources helps to expand business, increase employees and so on.

As an immigrant entrepreneur, individual need to spot required sources of funding for each stage to execute the business and to reach at matured stage. In addition to personal saving, immigrant networks have significant role to supply funding at start-up stage. As networks have crucial impacts on immigrant entrepreneurial activities, next part provides theoretical concepts on entrepreneurial networks and their impacts on business start-up and growth stage.

2.5.3 Social Networks

Generally, immigrant entrepreneurs have strong link with at least two countries (their home country and current country), they become connected with different network and multiple relationship within a network, which they can utilize in different way. For operating a business, immigrant entrepreneurial network is significant for information that helps to learn about local regulations, legal document. Besides, networks help to find the proper sources of financial and human resources. So, when immigrant entrepreneurs decided to establish a business, their social networks play a vital role as a determinant of their capability to form a business and its consequent success.

Generally, it is known that social network is an explanatory aspect for why some people establish business and why other not (O'Donnell *et al.*, 2001). This statement affirms that “*the information needed to start a business is passed to the small business owner through an existing social network of friends and acquaintances*” (O'Donnell *et al.*, 2001, p.763). Networks help to advance individual and organizational goals which become widely accepted (Hite and Hesterly, 2001; Adler and Kwon, 2002). According to Emirbayer and Goodwin (1994, p. 1448), network can be defined as “*the set of social relations or social ties among a set of actors*

(and the actors themselves thus linked)”. The immigrant own community, fulfil with social resources, help them to adjust with a new environment and give information, support and opportunities at the time of start-up a business. Network consist of both formal and informal relationship where formal or professional networks are employers, co-worker, business contact, bank lawyers, organizations, local government and associations while informal or personal networks are family, relatives, friends and acquaintances etc.

The connectedness between two people in the similar network is called a tie. Network tie can be formed as weak ties and strong ties based on the intimacy level or degree of connectedness, which is combination of “*amount of time, emotional connectedness, intimacy etc*” (Granovetter, 1973, P.1361). “The strength of these ties makes possible transactions in which trustworthiness is taken for granted and trade can occur with ease” (Coleman, 1988, p. 99). Therefore, strong ties are found more in individuals who often interact and for longer period while weak ties are those to whom individuals have less communication.

Impact of network at business start-up

Strong ties indicate relationship that are more close, binding and stable (Ibarra, 1993). Immigrant’s family, relatives, ethnic group and social resources within the network have a significant role in establishment stage where future entrepreneur’s goal is a successful start-up. The new businesses need substantial capital in the start-up phase and are greatly dependent on their environment. They also have less legitimacy and knowledge (Stinchcombe, 1965; Pfeffer and Salancik, 1978). This situation (lacking legitimacy and knowledge) is more in immigrant entrepreneurs who are new in the country or environment. As social resources make information accessible and information are costly. The future immigrant entrepreneur with this network can eliminate the transaction cost related to start-up of a business. “*Information about permits, laws, management practices, reliable suppliers, and promising business lines*” (Aldrich and Waldinger, 1990, p. 127) can be gained by strong ties. Most of the immigrant entrepreneurs, in case of small and micro level business, depend on personal saving and loan from family, friends and relatives for their financial resources. In addition, an immigrant entrepreneur builds strong relationship with supplier and ethnic customer within their immigrant community, which them to have access of low-cost labour and relax standards. They also can borrow capital from strong ties within short notice within informal contract (Light,

1972). As a result, at the time of start-up of immigrant firms, strong ties of entrepreneurs with their ethnic community are critical. This makes sense that if immigrants do not build strong network within community they are residing with, they will not be able to access the community resources. In addition, immigrant entrepreneur mostly relies on their community for employee's recruitment. These employees are more flexible, available and inexpensive. Waldinger et al., (1990) and Zhou (2004) considered ethnic employee's competency as immigrant business competitive advantages.

On the other hand, weak ties are less emotional and superficial investment. They are members of different communities and are connected within specific group (Granovetter, 1973, p. 994). According to Janssen and Koenig (2002, p. 1040) "*information in general flows through weak ties more often than through strong ties*". Network theories proposed that strong ties may not give the best opportunities for an individual (Burt, 1997; Coleman, 1988, p.107). To make a business successful, the entrepreneur needs to build relationship with weak network to have more access of information and promote their business.

Impact of network at business growth stage

Business growth depends on the choice of the owner. Some business owners do not want to expand their business, while some more want to only extend it within their community which is possible only in case of big ethnic group of an entrepreneur. But in case of small community, an entrepreneur needs to be more connected with people outside of own community. Therefore, the combination of both weak and strong tie networks may be more helpful at growth phase (Hite and Hesterly, 2001). Entrepreneurs primary resources that could help in the start-up stage only, but in the growth stage the need to accumulate additional resources (Chandler and Hanks, 1998). Several researchers strongly support the significances of weak network ties for growth stage. According Baines and Wheelock (1998), for instance, found that entrepreneurs at the growth stage were more likely to make partnership with people outside of family and to make network actively and widely with other business organizations. They also stated that, in order to expand business "the initial benefits of intensive intra-community integration, such as they are, must give way over time to extensive extra-community linkages" (p.175). People of weak ties are more likely to provide various information than people of strong ties. Besides,

entrepreneur's primary resources that could help in the start-up stage only, but in the growth stage they need to accumulate additional resources (Chandler and Hanks, 1998).

Therefore, if an immigrant entrepreneur can combine his both networks ties and expand the weak ties as can be possible, additional opportunities and resources may become available for him which could help him at growth stage. In general, it can be said that strong network is small in extent but more useful at start-up phase while weak networks are bigger with lots of information that help more in the growth stage than forming stage. Most of the immigrants have strong ties with their social communities. Their family, ethnic network as well as the social capital inside the network play a key role in initial stage of business start-up where the potential entrepreneur's goal is a successful start-up. Within the immigrant community, successful entrepreneurs develop durable ties with suppliers as well as their ethnic customers, allowing them to get the required workforce at lower costs with relaxed standards at start-up and growth of their business.

So, in the next two part, I will discuss the concepts on business start-up and growth. How entrepreneurs combine above mentioned resources with help of their network to start-up a business and then expand their business.

2.6 Business Start-up

Start-ups of a business by immigrant have important role in the host country economic growth. Even these are in small extent, they help to eliminate unemployment by creating jobs, generating competition and spur innovation. Immigrants come to host country, identify business opportunity with business intention and then exploit that opportunity to start-up by combining resources.

It is well known that establishing a business is started by an entrepreneur or founder to look search for a scalable as well as repeatable business model. More concretely, a newly emerged business is a start-up venture that look at to develop a reliable business to fulfil a problem or gap or market demand. Motivational and financial connection are said as the number of contacts of entrepreneurs from whom can collect inspiration and financial help to start up a business. In the entrepreneurship research area, starting new business activities as seen as business opportunity exploitation (Kirzner, 1973). In the resources-based view, the concentration of start-up has been directly to business establishment as a resources collection process, where resources availability is assumed to develop entrepreneurial activities (Greene et al.,1999).

The time of new business build-up during gestation, which also known as pre-organization, pre-launch or start-up stage. The gestation process of a new firm, on average, varies from 1 to 3 years (Carter, Gartner, & Reynolds, 1996). Different researchers used various parameters for the gestation time like business start-up activities, request for financial help, saving own money, investing own money, renting facilities, preparing plan, hiring staff and customer demand (Alsos & Kolvereid, 1998; Giacomini et al., 2011; Liao & Welsch, 2008; Choi & Shepherd, 2004). As a result, gestation time activities are huge and it tough to explain all these. Further, Liao & Welsch (2008, p.112) divided gestation activities into four indicators ((a) Business planning; (b) Resources Combination: Financial, physical and human resources; (c) Marketing activity; (d) Established legitimacy). As my study is based on the immigrant entrepreneur's non technological business based, four activities are considered important activities during the time of gestation to start-up new business by immigrant.

In another study, it is said that a common premaster for birth or start-up of a business has been considered as the date of first sale as a signal business activity in the economy (Reynolds & Miller, 1992). While, Gartner (1985) explained a outline of four degree should be considered

in the time of start-up a new business. 1) person who engaged in the forming of new venture; 2) the activities that done by these persons during the start-up process; 3) Process organizational strategy and structure for new business; and 4) environmental factor related this process.

In addition, To elaborate the process of forming a new business in the first stage, Karl Vesper (1990) suggested five components to start-up a new venture to take consideration; 1) Technical knowledge or skill; 2) knowledge about product or service; 3) personal networks; 4) Resources and 5) Customer orders. But in this regard the most important work has been done by J. Katz and W. Gartner (1988) who carried out that four properties that point that a business is in the procedure of being in the existence: 1) Entrepreneur's intention to form a business; 2) Assembling resources; 3) Creating an organizational boundary; 4) resources exchange over that boundary (sales). Business start-up must follow these procedures which broadly explained in perspective of (Reynolds & Miller, 1992), who proposed eight elements in the start-up procedure. These elements were presumed to happen as: 1) Entrepreneur's decision; 2) become self-employed by quitting job; 3) incorporation; 4) establish bank account; 5) Obtain resources; 6) Received first customer order; 7) Paid first tax; and 8) Hired first employee.

Accumulation of these perspectives has potentiality of offering a full image of the component that injected the start-up of new business activities. Several stages of assessment have been clarified in new business as well. Firms face various challenges and opportunities when the progress from one stage to next (e.g. start-up to growth). These challenges equally applicable for native and immigrant entrepreneur's business. However, as immigrant entrepreneur's resources has difficulties in obtaining, unless they are in immigrant enclave community, immigrants need to strength network ties with community. The start-up phase of a business take place with the knowledge, capital, human, network at the forming period may also focus on the value of immigrant community resources at immigrant start-up (Morris, 2001). As a result, specific resource's set that are available in the community of immigrant, may be greatly valuable to immigrant entrepreneurship at start-up business.

Once business become stable and come out from the initial stage, constantly generates revenue and having trouble to fulfil market demands, growth comes in mind of entrepreneurs. to get a better insight about how business can expand over time, the next part of this chapter provides concepts on entrepreneurial business growth.

2.7 Growth stages

After the start-up stage a business gradually goes to the next stage in its life span. In this phase of business life cycle, it is profitable and mature, and frequently expanding. Business growth can be measure with different indicators such as increasing number of employees, sales, branches etc.

As Hanks and Watson (1993) said that a business firm in its life cycle goes through a predetermined sequence of phases. Several phases of evaluation have been determined in the new business (Morris, 2001, p.19). Some researcher also debated that the development phase of small firm is more significant in explaining ways to the process management and structuring of resources than the industry or traits of entrepreneur. *“When it comes to business growth, one would certainly also believe that the market has an effect. Baby businesses that experience high demand for their products and services are more likely to grow than others”* (Isaksen & Kolvereid, 2005, p. 25). So, when the business is in quick revenue making industry, entrepreneurs expand their business earlier than other type of business.

A business can expand in different way such as they can expand by growing their activities, can acquiring by having another business or branch of the same business, or by doing another type of business (Delmar et al., 2003). In addition, some businesses give licencing or franchising to others to do their business which also considered as their growth. McKelvie and Wiklund (2010) mentioned sales growth as the most effective indicator for growth measurement, which is also widely considerable.

To identify the growth of a firm after start-up stage many scholars suggested several indicators. Audis and Mickiewicz (2004) focus that growth stage is an indicator to measure performance of a firm. Growth can be measured in two ways 1) Analysing previous employment data and accounting information and 2) forward looking as entrepreneur's expectation (ibid). Therefore, growth can be determined by the expectation of turn over and maximizing employees' number. However, Lavadera (2012) focus that business growth research has point out variety of indicators: market share, asset size, profits, number of employees, sales and quantity of output. In general, number of employees and sale cab be said the most common determinants of firm growth. The growth sequence stages are identified by Iyer and Shapiro (1999) in a typical immigrant business. In the first stage, immigrant considered as a worker in his community; Secondly, immigrant entrepreneur tries to be self-employed in his community; Thirdly, the

firm starts horizontal enlargement into other market as well; In the final stage, business go international market.

Growth of a business also depend heavily on entrepreneurs' aspirations, will and motivations. According to Delmar et al. (2003) and Karadeniz and Oczam (2010) in context of growth stage, growth of operationalized business depends on the entrepreneur's willingness to maximize sales and increase number of employees in the coming five years. To expand a business, entrepreneurs need to have motivations and aspirations. Willingness of growth depend on many factors, as some entrepreneurs are not willing to expand their business for lack of resources, motivations, aspirations etc. (Delmar and Wiklund, 2008 and Wiklund and Shepherd, 2003).

An entrepreneur needs more resources such as human resource, financial resources and networking to develop his business in the next stage. As a result, a specific set of capital that are achievable in the immigrant community could be greatly valuable at these stages. However, many firms may stop its progression and never go to the next phase, while some entrepreneurs skip one and go the forwarded one. It is not mandatory that an owner need to progress each stage.

2.8 Summing up and Research Model

To gain a comprehensive understanding on the thesis topic, in this literature chapter, I have discussed about immigrant entrepreneurship, opportunities, resources-based view, business start-up and business growth. My focus is on how immigrant entrepreneur's resources contribute to exploit opportunities to start-up and growth of a business. Therefore, I have developed a research model, which shows how opportunities, motivations and resources theories interrelated and contribute to immigrants' business start-up and growth.

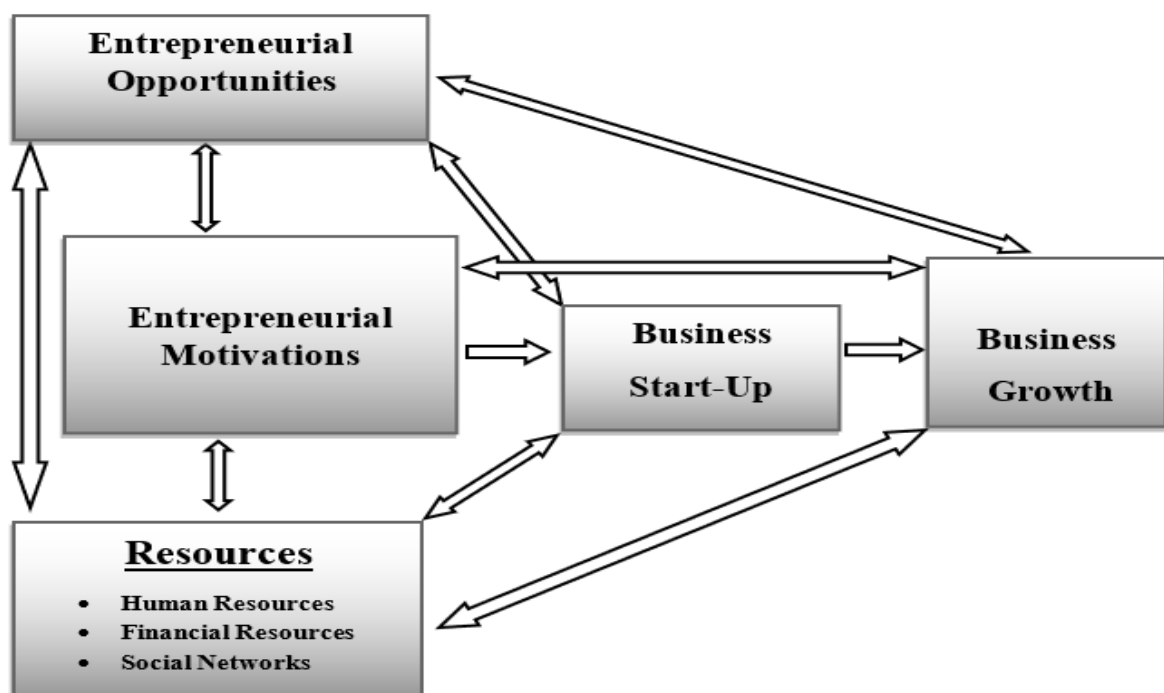


Figure-2: Research Model

To get more in-depth knowledge on the process of identifying opportunities by immigrant entrepreneurs in the UK and different kind of opportunities developed by them, I tried to analyse in this paper, how immigrants resources contributes in their star-up in the foreign market (UK), how human, financial and social capital motivated to identify and develop entrepreneurial opportunities to start-up a new venture.

The research model (Figure-2) shows that relationship between entrepreneurial opportunity, motivation and resources toward business start-up and growth. The objective of this study is to analyse the decision of immigrant entrepreneurs to start exploring opportunities in order to

start-up a business. Generally, immigrants become motivated to exploit opportunities when they realize that they have access to required resources like human resources, financial capital and social networks. As new businesses need substantial capital at the start-up stage, an immigrant entrepreneur can execute his business idea (opportunity) to start-up a new venture when he has those resources available. Motivation and opportunity both are interlinked and need to be directly connected with start-up stage as without motivation business opportunity cannot be actualized. Opportunity and motivation also trigger to identify sources of required resources in order to forming and growing a business. Immigrant entrepreneurial opportunities and their sources are important dimension in order to get support for business start-up and growth. A good entrepreneur can generate business idea and figure out the business opportunities from these ideas, in order to execute these as perspective business start-up. And to execute these opportunities in both start-up and growth stage, they need strong motivation which from pull factors which encourage them to do this with existing resources. While their push factors urge them to search for opportunity and execute it by resources at hand.

According to our study (figure: 4), resources are vital elements from planning to execution to growth of immigrant business. As we know in the UK, immigrants have bigger networks with their community. Their family, immigrant community as well as other communities in the network play a key in start-up stage. Hence, durable network of immigrant business in the start-up stage are significant. These networks also work as a bigger source of financial capital. Apart from personal saving, for financial capital immigrant also depends on loan from family and friends and some more sources in their networks. Immigrant's network also supply labour in the business life cycle. The choice of establishing a business can come from a combination of these resources with entrepreneurial opportunity and motivation. All these aspects also inject immigrant entrepreneurs to go for further growth.

All these components (entrepreneurial opportunities, motivation and resources) relate to each other (Figure-4) and lead to form a business and may lead to growth of it. To form the final opinion on this part, all these components combinedly provide Figure 4 and will guide me to collect data for my study.

3. Methods

Researcher has to conduct a proper research design to carry out the accurate research question. Generally, a research design should have clear objectives, accurate sources of data collection, limitations, ethical issues etc. Saunders, Thornhill, & Lewis (2009, p. 136) stated that “Your research design will be the general plan of how you will go about answering your research question”. Therefore, the purpose of this chapter is to explain how I conducted the study with the right quality. To assess quality of the study, it will present the philosophical approach and then explain the research design which consist of data collection and data analysis methods of this thesis paper. Further, it will provide ethical consideration of this study.

3.1 Philosophical approach

In order to identify the way research should be structured and conducted, the philosophical approach is an important part of every study. It is important to be aware of philosophical position of a researcher to secure the formation of a satisfying quality and outcome of a study (Easterby-Smith et al., 2015). The choice of research design and philosophical position build on researcher’s ontological aim and belief. Therefore, it is important to explain this thesis paper’s ontological approach and epistemological approach. Ontological approach is knowing the nature of the reality (Creswell, 2009), means we are proving our logic according to the reality. While epistemological approach is the knowledge and how to reach it (ibid), means the way we can prove our perspective which contribute to the reality.

Relativism is employed in this paper as I think it is appropriate ontological position to study the topic of this Master thesis. The main objective of my paper is from entrepreneurial viewpoint to explore immigrant’s resources that contributes to identify opportunities to start-up and growth of a business in the UK. It is difficult to say that there is only one single truth, which can be examined as an individual can have different perspective of the world (Easterby-Smith et al., 2015). Therefore, a relativist perspective says that every single individual may perceive and discover specific phenomenon differently. That clarify that ontological assumption could have realities from diverse level of viewpoint. In this context, I assume that the informant’s perspectives of this study would be treated equally, as these would express the realities from different viewpoint.

An epistemological approach can be influenced by the ontological position and the nature of the topic. To study social phenomenon, Easterby-Smith et al. (2015) identified two different theoretical views: positivism and social constructionism. Positivism defines as an external phenomenon of social process which social players do not determine. Further, social events can only be measured by using objective approach in positivistic study, social world facts are independent in any social group. On the other hand, the main aim of social constructionism is to comprehend and understand personal knowledge. Qualitative observer who apply social constructionism approach, concentrate on exploring meanings, not the examining correlation between variables like positivistic research (Kezar, 2006). I obtain information by constructionism ideas, as it allows me to employ different experiences and views from different interviewees and gather data from multiple data sources, that provides a great opportunity to gain a deep knowledge and understanding a phenomenon from informant's standpoints. Therefore, the research employs comparative case study with qualitative methodology.

3.2 Research design

The main objective of this study is to understand the effects of immigrant entrepreneur's resources on exploring business opportunities and therefore, my research question for this study is *"How do immigrant entrepreneur's resources contribute to explore the opportunities to start-up and grow of businesses in the food sector in the UK?"* Keeping research question in mind and based on epistemological position of the research, the research design can be chosen. To answer the question, I have found qualitative case study design is most appropriate approach for this study. The researcher of epistemological position believes that investigating in the nature of the globe should be conducted by involving in the process, communicating and participating. Therefore, this study demands qualitative research design, as qualitative research design often used interchangeably within constructionist research design. However, according to Easterby-Smith, Thorpe & Jackson (2008), there are many methodologies in this design such as case study and grounded theory, ethnography and narrative methods, action research and cooperative inquiry.

In order to understand and comprehend responses from different immigrant entrepreneurs (in the UK) about the resources that contribute to their start-up, I applied case study approach in my master thesis. The main objective of a case study is to explore phenomenon in real life

context (Yin, 2003). A case study concentrates on increasing knowledge of social, individual, organisational and other relative incidents and it is regarded as a proper method to examine and discover qualitative data and to answer questions why and how (ibid). This study focuses on the immigrant entrepreneurial activities such as how they recognize opportunities, manage resources and establish the business and expand it on real life settings. It is also generally accepted that a case study has wide variety of benefits for researchers when they use it. And this able the researcher to use various sources of data like interviews, documents etc (Gray, 2006).

The Studied phenomenon will be start-up process of immigrant entrepreneur and their resources which contributes to entrepreneurial opportunities. In order to look at differences among different immigrant entrepreneurs and compare their entrepreneur motivations, opportunities and resources, this study will be a beneficial by using their cases. The most appropriate is to do a multiple case study in this thesis with one unit of analysis (Yin, 2003). Through different data source I am expecting to have better understanding and greater perspective when studying this phenomenon. And in analysis part, I will test and compare data with theory.

3.3 Data collection

As I discussed before according Esterby-Smith, Thorpe & Jackson (2008) and Yin (2003) that a case study gives a researcher huge opportunity to employ various method for data collection and then analysis. Johannessen et al. (20011) stated that qualitative study can be characterized by the fact that data can be collect either by observation the fact or by interviewing. Few researches on immigrant entrepreneurship impact my choice to do qualitative interviews as a perfect tool for my data collection. In my paper I try to use in-depth interviews for primary data and entrepreneur's website for secondary data.

3.3.1 Research Area

The area of my thesis study was in two cities of the UK: London and Birmingham. As my study is on the immigrant entrepreneurship, I was looking for a place with sufficient immigrant

residents. Since the UK is immigrant friendly, many immigrants are entering and living for a long time. As the government are more encouraging for entrepreneurial activities, immigrants are more likely to do business over there. The Global Entrepreneurship Monitor (GEM) report in 2016 found that immigrants are far more likely to be entrepreneurial than local citizens in the UK, three times as much in fact. There are a huge number of incredibly stirring immigrants who have moved to the UK to start-up ventures which have driven economic expansion as well as bolstered job creation. Having such large population of immigrant entrepreneurs in the UK, I found it as the best place for my thesis study. In addition, I have some family members and close networks, who are living in London and Birmingham, who helped me to reach the informants. That was another reason to choose these places.

3.3.2 Primary Data

Riley et al. (2002) defined primary data as the data collect directly by the researcher from main source at hand for the purpose of research. In my research process qualitative interviews are important source for collecting rich data. Interviewing process, in general, is based on discussion between informants and researcher, where informants answer the questions asked by researcher. To obtain primary data for qualitative research, Creswell & Poth (2017) identifies different types of interview guidelines such as structured, semi-structured and unstructured. In structured interview, a set of standardized and predetermined questions ask to informants. The researchers have to ask the exact questions as written so that there would not be any bias (Saunders, Lewis and Thornhill, 2009). On the other hand, unstructured interviews are those where there are no standardized and predetermined question list and informants can talk freely about the topic whatever they want. In semi-structure interview, researcher can add new or eliminate existing question flexibly during interview session in order to extract the required data from informants (Merriam, 1988). If the researcher has an aim to collect in-depth picture of a specific phenomenon using responses from informants, a semi-structured interview method will be appropriate (Harrell and Bradley (2009). Therefore, for my thesis I use semi-structure interviews for primary data collection in order to gain a dept understanding about the phenomenon (See Interview Guide at Appendix 1).

3.3.2 Interview Guide

As I have decided to use semi structured interview guide for this study, I have developed my interview guide based on the research model of this study and research question. Therefore, first I have developed my research model for this study from theoretical framework, I used in this thesis. In order to cover full study area, an interview guideline should be established by following philosophical view of theoretical framework to be an appropriate research tool (Anozie & Adhabi, 2017). Therefore, the questions in my interview guide, were based on the literature review related to immigrant entrepreneurial opportunities and motivations, entrepreneurial resources like human resources, financial capital, networks etc. I have also discussed business start-up and growth and developed questions according to that. The draft of my interview guide has given in the **Appendix 1**, though I made some adjustment during the interviews. Here, I have provided the main part of the interview guide:

Personal Information

Name, Gender, Type of immigrant, Contact information

Business Information

1. Type of Ownership
2. Type of Products or services? Innovative or improved traditional products?
3. Target market: Local/ National/ International
4. Target customers

Main Question

1. Brief explanation on their discovering sources of business idea
2. Main motivations to become an immigrant entrepreneur in the UK and Reason to start the business in UK instead of doing job
3. Entrepreneur's educational qualifications and language skills
4. Business experiences and other experiences on the similar industry
5. Type of Skills they obtain
6. Financial sources at start-up
7. Type of networks in the UK and obtain helps from these networks
8. Start-up: Number of employees, Sales, Profit, Target customers

9. Growth stage: Expansion reasons, number of employees, sales, number of branches, reason for unwilling to expand
10. General question for adding anything else

At the end, I have thanked them for their valuable time and information.

3.4 Sampling and Sampling techniques

In order to collect primary data, an interview guide was made according to the framework of this master's thesis. After that I conducted a pilot interview with one fellow student at home in order to check whether any errors in the interview guide, check the time framework and ensure the quality. Further, I have changed slightly the interview guide in order to reduce complexity and made more understandable for informants, as I found some repetitive questions and made it a bit shorter within half an hour range. After checking carefully, I contacted informants by sending email to request them for an interview.

Method Criteria: As immigrant entrepreneurship area is too wide, it was not possible to study immigrants from all industries. Therefore, I have chosen food industry, as sample, in two big cities of the UK and the results could also be applicable for another industry. Generally, food industry is mostly popular industry among immigrants to do small businesses and more easy access to obtain information. To recruit the informants, I have followed three criteria:

- 1) informants who are immigrant in the UK;
- 2) who are doing business in food industry in the UK;
- 3) who are operating businesses either in London or Birmingham.

It was hard for me to contact any immigrant informant for interview. Based on the criterions, I collected contact information of some immigrant entrepreneurs by my networks in the UK (who are known to my family members and relatives). Therefore, I used convenience sampling to choose my informants to whom I can contact. "A convenience sample is a type of non-probability sampling method where the sample is taken from a group of people easy to contact or to reach" (Saunders, Lewis, & Thornhill, 2012, p. 215). I tried to write interesting email by explain my research goal and informed them that interview would take maximum half an hour. Some of them emailed me back with positive reply and ensured me to make a schedule for the meeting. After matching all factors (relevancy, time schedule etc.), I selected five immigrant

entrepreneurs to conduct the study who could be considered as representatives of immigrant entrepreneurs in the UK. Thereafter, I sent them my interview guide so that they could read questions and become familiar with what they are going to be asked. The interviews were conducted in two languages according to the preference of informants either in English or Bangla.

Table-2: Conducting Interview and timeline

Informant's Name	Soumitra (Pilot Interview)	Amjad Mia	Fahim Ahmed	A. Bari	Alamgir Haq	Shamim Nur
Place	Bodo	Birmingham	Birmingham	London	London	London
Date	23.02.2019	12.04.2019	13.04.2019	21.04.2019	23.04.2019	27.04.2019
Duration	42 minutes	28 minutes	21 minutes	35 minutes	34 minutes	26 minutes

The table-2 gives an overview on the date, time and place of interviews. After approximately two months contact, I managed to schedule time from interviews with five informants in the UK within different type of experiences and views. All informants were Bangladeshi immigrants in the UK and doing their own business in food industry in the UK. I conducted all interviews by face to face meeting at informant's business office and while one of these was done at informant's home. The interview period was on April 2019 and most of the interviews took on average 30 minutes.

I started the interview by explaining the purpose of the research and the about topic in order to overall understanding of the term immigrant entrepreneurship. It is important as a starting point to have an interview guide, at the time of conducting a semi structures interview (Johannessen et al., 2011). The confidential issue regarding their privacy were covered during the interview by information sheet. I recorded the interview by their permission and notified them that the interviews were going to be transcribed. I also contacted with them once I was writing my finding chapter for missing information through email.

3.5 Data Analysis

Wholey, Hatry, Newcomer (2004) referred data analysis as the procedures applied to organize and interpret data and emerging findings. The objectives of data analysis are to show findings that can present and convey a proper meaningful insight for researcher by extracting related information from raw data that have been collected. For any scientific research, it is important to analysis data to get relevant information. Marshall & Rossman (2006, p. 237) stated that *“the most fundamental operation in the analysis of qualitative data is that of discovering significant classes of things, persons and events and the properties which characterize them and also in the qualitative studies, data collection and analysis go hand in hand to build a coherent interpretation”*. Therefore, for a successful study, I have analysed the collected data seriously in different steps in order to make in relevant and meaningful for this thesis paper.

At first, I have transcribed informants' interviews that I recorded during the interview session. At that time, I emailed informants, when needed, to ask some more specific information related to my thesis which they missed during their interview. As a result, I got the opportunities to determine new ideas and thoughts in the analysis process and made this transcribe part as a preliminary part of data analysis. Once I have done with transcribing interview, I have sent these to the informants so that they can double check whatever they said have been written in the transcript.

After data transcribing, I read the data several time thoroughly by reviewing research questions to have a good understanding on organizing collected data and control of the content. Then I stared choosing relevant and right data, editing these and then cross-checked in order to ensure again whether I have collected all data I need to analysis my thesis paper. I also eliminated some irrelevant data from the interview transcripts and made it ready to use. I divided data in two categories: in the 1st section I put general information about informants and then other is according the main theme of the thesis paper. I have summarized information at the end of each part within table which have been organized within the interview guide and show the informants data separately. And in the discussion part, I tried to link the collected information from informants with theoretical framework, which I have discussed before in the theoretical chapter. And finally, conclusion is constructed based on the discussion part.

3.7 Quality of the Study

For research paper reliability and validity are important issue. The study will be meaning less if it does not ensure the validity and reliability. Every researcher needs to keep pieces of evidence that are credible and trustworthy (Merriam,1988). That means that the outcome of the study is reliable to pay attention (Lincoln & Guba, 1985). To ensure the quality of the study, there are four criteria to be applied as instruction in the process are: credibility, reliability, confirmability and transferability (Johannessen et al., 2011).

3.7.1 Credibility

According to Merriam (1988) credibility that identifies the issues related to the consistency and coherence of the outcomes with reality, according to evidence. That means it compromise the relationship between collected data with outcomes. In order to ensure the credibility of this thesis paper, I have chosen immigrant informants in the relevant background in food industry in the UK, who can response to my interview guide properly. In addition, informants were equally treated for interview, I gave them opportunities to talk freely in order to explain their reply in more details. The interviews were record by a good quality recorder and I immediately within few days transcribed after carefully listening these to minimize memory bias. The theories used in the literature part are high quality and information extracted from collected data are directly from informants. I regularly contacted with my supervisor in order to get feedback on my work and then made correction according his suggestions, which made more internal validity of my study work.

3.7.2 Reliability

Reliability engage with data collection as well as data processing. It is generally accepted that reliability refers information consistence at the whole research. More consistent and stable research procedures make more reliable outcome of the research are (Webb, Campbell, Schwartz, & Sechrest, 1999). Therefore, in order to make a sense of the study and make it possible for anatomize for the readers, this study presents overall conceptual research process and discuss theoretical framework and methods in detail. The data was transcribed seriously to

ensure the reliability and I have presented detail descriptions of each case about who are the immigrant entrepreneurs (selected informants).

3.7.3 Confirmability

Patton (2002) refers confirmability as researcher need to ensure the objectivity of the study, try to make independent evidence. He also stated that it is widely accepted that guaranteeing the objectivity of the study process is hard for researcher as their biases are unavoidable. Confirmability centres on if the researcher can maintain subjective perspective of the research (Johannessen et al., 2011). I described details about decision making with the explanations in order to ensure confirmability, so that reader can evaluate the study at every point of this paper. The detailed description of methodological issues, informants quotes directly used in the analysis chapter and use several references of other researchers for the readers to check the ground of my interpretation.

3.7.4 Transferability

A researcher needs to present proper contextual information about the research to assist other researchers to transfer chunk of evidence (Lincoln & Guba, 1985). The objectivity of transferability is that the researcher can make interpretation that can be transferred in various research areas, rather than only one. (Johannessen et al., 2011). Therefore, I have discussed and reveal related information about cases of immigrant entrepreneurs, who were interviewed and used several research methods and explained the research process in detail. Therefore, reader of this study can obtain idea after conclusion weather it can be used for other study in other contexts.

3.8 Ethical Consideration

Ethical consideration for study were rigorously explained within the privacy law and bound of consents. For research study ethical conisation is vital as it ensure original, true and authentic knowledge by removing errors, it helps to promote value of public accountability, cooperative

work where researchers have to obey the university and administrative policy on maintenance of quality and human subject privacy and integrity between social and moral values such as social responsibility (Resnik, 2011; Smith, 2003). To maintain the ethical issue for this thesis paper, the main objective of the study was clarified before the interview and at the top of the interview guide, scope of the study shortly explained. Though all the informants requested not to keep the firm's name and their phone number or email in the paper for privacy issue or business policy, they all confirmed by giving consent to reveal their names. I also clearly informed them that my study is only for academic purpose and the data will not be used for other purpose or be misused or manipulated. They also read carefully the transcript I sent them for proof-reading and confirmed faultlessness of the data and gave me also the permission to use their words as citation. I have finalized the study within proper scientific practice with credibility by keeping in mind that it could adopted and can be used for further study,

3.9 Summary

The main objective of this study is “*How do immigrant entrepreneur's resources contribute to explore the opportunities to start-up and grow of businesses in the food sector in the UK?*”. In order to fulfil the objective, qualitative method was employed for this study to participate, interact and communicate with the process of this study. Semi structured interview guide was developed (see interview guide at Appendix A) and questionnaires started with general questions and followed up with specific questions. A pilot interview was conducted in order to ensure the quality of interview guide, check duration it would take and lessen complexities. However, total five interviews were conducted for data collections by face to face meeting at informant's places and recorded the interviews for transcribing later. To ensure the quality of the study, relevancy, cross-checks of data, reliability can defend the study quality. In addition to that, ethical consideration also got the importance during study. Informant's consented to reveal their name taken at the time of interview. And transcript also sent to them to double check.

4. Research Findings

The Research findings of this thesis will be presented in this chapter within two parts, according to the questionnaire. First part will provide informant's (INF) general profiles to give the reader an overview about the informants to know who the informants are and their general background. Afterwards, their motivations, opportunities, resources etc. will be discussed as the components of their business start-up and growth process. The findings will be written with citations from informants' interview to provide a complete and more accurate understanding.

4.1 Background Information of Informants

To know about the background information of informants, several general questions were asked in this part as their Name, Gender, Age, Type of Immigrant Generation, Education level, Skill and Previous work experience. To summarise collected basic information, a table will be given below after discussing informant's profiles.

4.1.1 Informant-1

First Informant (INF-1) is 40 years old male entrepreneur who was born in the UK as a second-generation Bangladeshi immigrant and are now living in Birmingham. Since his childhood he had a dream to be owner of his own business. Hence after college education, he studied cuisine diploma for three years and started working in a famous Indian restaurant along with this to develop his practical skill. He worked in two years during his diploma course in an Indian restaurant as assistant cook. After that he started a job as main chef in another famous restaurant with some recognized chefs at that time and continued that job for six years. The skill he obtained from there was cooking skill as rewarded chef. Once he became financially solvent, he established his own restaurant to fulfil his dream. And now he is doing his own restaurant business as his first business since 2001 and serving of South Asian food especially Bangladeshi and Indian Food. Where he is the sole owner of that business and working as the main chef.

4.1.2 Informant-2

Alike first informant, INF-2 is also a second-generation Bangladeshi immigrant in the UK, who is 43 years old. He left his general education immediate after college and started working in a restaurant as kitchen assistant. One year later, he became assistant chef and learnt cooking there. Once he skilled as a chef after three and half years working as assistant cook, he left the job and started his own business with some partners. But they had to shut down that business because business loss and did not go with the plan. Then he came up new idea and now he is doing a fast food shop specialized with Indian street (fast) foods since 2010 with 3 more partners. They are serving food to the local people in a residential area of London.

4.1.3 Informant-3

INF-3 is 55 years old male who is 1st generation Bangladeshi immigrant, came to the UK at very early age with parents. He started general schooling but could not finish it after college level. At that time, he started his professional life working in restaurant as a front desk waiter and then promoted as assistant manager. He gained management level skill after over four years working experiences and learnt internal restaurant business tactics from there. Afterward, he left that job and established his own restaurant by himself without any partner in 1993. Once the business became mature with expected profit, he opened another branch in 1997. But in 2007, he sold those two businesses as restaurant industry was in terrible situation that time in London. He planned for a different type of business but in the similar industry and in 2008, he switched to food catering service with a big venue in the heart of London with some family partnership (Family business). They are serving Indian food to different events either in their venue or outside delivery.

4.1.4 Informant-4

Unlike all other informants, INF-4 is a master's degree holder from IT department who is a 35 years old Bangladeshi first generation immigrant and came to London in 2009 for study purpose. Apart from his master's degree he also did some online courses on entrepreneurship and management. He started a job in an Innovation centre for one year and then worked as a branch manager in a company named SSB for more two and half years. Before coming from Bangladesh, he had a family business over there in food industry, where he gained experiences on management and supply chain. In 2015, he has opened a sole proprietorship business of Japanese sushi restaurant and now he is operating his business with two branches. He is serving sushi to people who are health conscious.

4.1.5 Informant- 5

Informant-5 also a Bangladeshi first generation male Immigrant, who came with his parents to the UK with having a secondary school level education and Indian cuisine diploma. After coming in the UK, he went college for few days but left it and started working in restaurant as assistant chef. He worked there for 6 years continuously and became main chef along with manager of the restaurant. He left his job to start his own business and focusing on honesty with customers, he with another partner started their business in 2011. They are serving Bangladesh & Indian cuisine to the local customers. And now they have 4 more branches in and outside of London.

4.2 Table- 3: Summary of Informant’s personal Information

Participant	INF-1	INF-2	INF-3	INF-4	INF-5
Name	Amjad Ali	Fahim Ahmed	Abdul Bari	Alamgir Hagg	Shamim Nur
Gender	Male	Male	Male	Male	Male
Age (years)	40	43	55	35	39
Immigrant Generation	Second	Second	First	First	First
Education	Cuisine diploma	College	College	Master’s	Cruise Diploma
Most important Skill	Cooking skill	Cooking skill	Management	Management	Cooking skill
Industry Experience	Chef	Assistant Chef	Front & Manager	Manager	Assistant Chef and manager
Experience period (years)	8	4.5	4	3.5	6
Language	Bangla, English, Hindi	Bangla, English, Hindi	Bangla, English, Hindi	Bangla, English, Hindi	Bangla, English, Hindi
Team Size	Single	Team	Team (family)	Single	Team

From the above profile of the informants in Table-1, we can summarise information that the study consists of five male entrepreneurs and age range of participants was between 30 to 55 years old. All the informants are Bangladeshi immigrants, where three of them are first generation immigrants who came either at their childhood with their parents or came for study purpose at young age. While other two informants are second generation immigrants, who born in the UK, but their parents migrated from Bangladesh and are now living in the UK. In data collection time, it was found that their education level notably varied with each other with only one of them managed to complete a university master’s degree and two informants left their academic life at college level, while two other did a professional course on cuisine diploma after their general education at college level. This kind of information regarding their education, give a good understanding that regardless of educational background, anyone can be able to build their career as an entrepreneur. Work experience either in related or different industry, also differed for all informants. The majority of the informants had work experience on average 5 to 6 years in the related industry before start-up their own business, while only one worked in different industry for 3.5 years. Their working experiences varied between chef or manager, which in turn became as their skill as a chef or manager. In term of languages, all the informant had similar reply as they were trilingual and could speak Bangla, English and Hindi fluently. They applied these work experiences and language skills at both start-up and growth stage of their business.

4.2 Presentation of Empirical Findings

This part will present informants information about main research questions that directed this study were: 1) Immigrant entrepreneurial Opportunities; 2) Motivations behind the entrepreneurial activities; 3) Human Resources; 4) Financial Resources; 5) Networking; 6) Business start-up stage; and 7) Business Growth Stage. All the findings with informant's citations will be provided in this part. According to my interview guide, I have started with asking by my main research questions about informant's entrepreneurial opportunities and sources of these opportunities, which will be given below.

4.2.1 Entrepreneurial Opportunities

All the entrepreneurs get their business idea from different sources. Most of them get idea from their previous work experience or business. INF-1 had a dream to do a business and got cuisine diploma to fulfil that. Once he found his expertise on cooking when he was working with some popular chef in a restaurant and become an expert on specific food items that brought the idea of doing that type of business. He switched his business idea matching with his experience. In this context he expressed his idea-

“I had a good fast food idea when I was working in fast food shop before working Indian restaurant. And was planning to start a fast food shop that time. But in the meantime, I started my work in an Indian restaurant. And find the location where there were not any single Asian especially Bangladeshi, Indian restaurant. I researched the market demand and that time I have found the opportunity to start up an Indian restaurant. From that idea I continued my plan and learnt to how to cook specific food item and worked sometimes in the managing sector. from that business experience I generated the idea of running own restaurant.”

Similarly, INF-5 had also cuisine diploma and management experience but that he obtained from Bangladesh. He had a dream of a better life that inclined him to do business. He had the idea before he went to the UK. He explained

“I dreamed to have a house, a car, an own business. I worked as a chef in Bangladeshi restaurant and studied cuisine diploma in school for 3 years. I had the idea of doing restaurant business before. I tried to build my strength and fulfil my dream.”

Turn to INF-2, who had business before in the UK and got their current business idea from there. They had their business in the similar industry which did not work well and once they found the idea from that situation. But INF-3 got idea once he faced bad experience with his employer. That pushed him to think about to do something. He combined his management skill and found location that motivated him to be entrepreneur.

“I worked mainly in the kitchen and management. Though I worked well, owner of the restaurant was not honoured to me. Their behaviour was so cruel. But I tried to learn these works. I motivated from my experience, and thought If I only work, I must work whole life. Once I came out with the idea of doing same business as I knew everything about that.”

Business idea also can come from ordinary thinking if one can identify the market gap as said INF-4. He was a gym going young student and love to eat out in different restaurant. He found his idea from that restaurant when he was looking for healthy delicious perfect food for a gym lover which was unavailable in that area. He stated his idea as-

“I also motivated from eating different type of restaurants. I always think about the freshness of these food, nutrition, how healthy these are. I found a market gap here. As young guys going to gym here and they also might look for nutritious food. There were lots of demand of healthy food and I was looking for such kind of foods. Then I researched on it and found that sushi is a healthy food. Luckily there was not any sushi restaurant at that time. And very fortunately I have found a sushi chef. So, I thought I can serve some healthy food and promote these”

Business idea and their sources are apparently different in every case. A business idea could come at any time from any situations, experiences, incidents, demands, unavailability etc. but all these ideas are not business opportunities to exploit it. An entrepreneur has to identify the actual business idea, come up with the decision, find market gap, evaluate opportunities and then should execute the plan. Though, some of the informants were predetermined to do that type of business and prepared them for that. While one of them get the idea from a consciousness and passion. However, they also get new business ideas during operation of

current business for start-up a new business or grow the current one. Some of them exploited these ideas and some of them could not. My corresponding question was about new business ideas. The findings will be given in below with the reasons, why informants did not figure out these ideas.

New Business Idea

When one start to do something, he will get more and more ideas to do new things. But in situation people can't execute his plan every time because of many obstacles as explained by all informants in their interview during the question about new business idea and execution. All informant had many ideas from time to time that arose during they are doing their current business. Business idea can come from a specific operation management of a business which has turned INF-3 to do a new sub business. He explained the new source as like-

“For my business we have developed a software to maintain all of our business activities which is really an innovative idea. We are planning to promote this software to commercialized. Besides I have many more plan for another business.”

Similarly, INF-1 has also found a new idea from his existing business operation, while he felt a gap in their supply chain.

I have some plan to start-up a new business in the different section. You can say it is in the same supply chain. We are purchasing our supply from a distance place. And I am planning to do something to sought out this problem.

While INF-4 also planning to do business on the other sector and are now working on it to start-up. As his educational background was in IT sector and he has familiar with that. He will come up with the new idea to execute it, once he become financial solvent.

“We are now planning to open a big warehouse for that kind of business. Apart from this my education was in IT sector, I am planning to do business in these industries as there are huge demand. For that I need enough financial support which I am now trying to save by my business”

In different circumstances, majority of the business ideas that arise from time to time cannot be possible to execute. Some informants mentioned their unused ideas and brought up the reason behind that were financial resources, human resources and time constraints etc. In this regard two informants elucidated -

“Yes, I had lots of idea in the meantime, but you know Time is the main thing, Perfect partners and financial reason is another factor not to work out of these ideas.” INF-2

“I have found many business ideas but could not do for the current business and also for financial and staff crisis.” INF-5

Informants explained different situations and experiences from where a new business idea come in mind in the time of doing current business. Some of them mentioned operational activities as a source of new business idea. While other one found as idea from a problem facing with current business supply chain. But most of them could not exploit the idea and mentioned financial crisis, staff crisis and time as main reasons behind this. However, as the sequences of interview guide, after that I asked them about their motivations behind exploitation of these opportunities.

4.2.2 Immigrant entrepreneurial Motivations

The informants were motivated by many factors to start-up their business. All the informants primarily had almost similar logics of becoming self-employed (entrepreneurs) like freedom and independency, become their own boss and dream to become entrepreneurs, to establish in life etc. Two of the informants wanted to be their own boss. Dream of leading people is a passion and motivated to do something which triggered be boss. For example, INF-1 stated following citation,

“I had a dream since my childhood to be a boss and lead people”.

On the other hand, self-dependency pushed people to establish their own business said by one participant (INF-2). He recalled his experience of losing freedom under a boss while he was

working with overpressure like his other family members and that job dissatisfaction moved his decision to become self-employed than doing job. In his word-

“My main motivation was to be self-dependent. All my family members were working in different restaurant. We had to work under our bosses and were dependent on them. We were not satisfied with it. They motivated me to do business and helped me financially.”

Alike that story another informant (INF-3) were also highly disappointed with his jobs specially working under his boss in a restaurant that also pushed him to be an entrepreneur.

The job he did before starting his restaurant business was working as an assistant chef and waiter. He had not any career prospect with this type of working in the long run and rude behaviour of his employer was a force to become entrepreneur. He (INF-3) recalled his hardship-

“Another thing stimulated me to do business is bad behaviour of the owner the last business I worked. My boss always tried to dominate me and was cruel to me. His behaviour heavily affected my working life. I decided to quit that job and start-up my own restaurant. Because if I work, I have to work whole life”

However, Informant-4 informed that he had a family business back in Bangladesh. He had experience of working as manager in his family business in his country. According to him, it was his passion, love and childhood dream to work freely. However, he worked as a manager and learned various business strategies. In addition, he saved enough to start-up his own business. Those skills and experiences supported him to decide to establish Sushi House in London, UK. Similarly, INF-5 revealed that his experience was his motivation. He worked in his relatives' restaurants and gained cooking skill as well business management that prompted him to start his own restaurant.

“My main motivation was my experience in working. As well as some of my relatives had the food service business. I learnt from them So, I motivated to do this.”

While talking about other stimulating factors, INF-1 and INF-5 mentioned about the limitation of their academic education. They were not eligible for a good job. They left school early and started their work life. Additionally, INF-2 & INF-5 remarked the job unavailability.

Unemployment situation pushed people to be self-employed according to them. They stated as below-

“It was hard to find a convenient job for me with my background. You can say job market was tough and I found doing business is for me.” INF-2

I did not have much knowledge about other business. beside I was passionate to be a good chef. These things pushed me to do food business” INF-5

Overall, motive of being an entrepreneur can come from many factors. And one can be motivated from different sources such as self-employment, self-dependency, freedom, better life, job unavailability, are the factors that motivated our informants. Most of the informants said primarily that they wanted to be self-employed and their own boss. Besides, their previous work experiences and skill also injected them to start-up their businesses. Two of the informants were motivated from push factors as one of them were dissatisfied with his employer in his previous job and another one was unable to do good job with his lower educational background. While, one informant motivated to start-up his business from an opportunity gap he found. However, in the following part, I have asked them questions about the type of resources they had at start-up and growth to execute these opportunities. Next part will present their given answers of this question about immigrant resources.

4.2.3 General Human resources

Education

All entrepreneurs except INF-4, had left the academic educational institution at college level. Then they either went for their target diploma or engaged directly for professional life to gain experience. The common thing is they worked in the similar track and gained skill to do business. For instance, 1st Informant went to cooking diploma course to fulfil his dream of restaurant business. He learnt how to cook specific food especially Indian cuisine. Besides he worked in a famous restaurant with rewarded chef to merge the diploma knowledge with practical world. These education qualifications helped him to be an extraordinary cook and

strengthen his desired business dream. He mentioned about his institutional educational background-

“I went to college and before the undergrad level I have left the academic institution and did a diploma on Asian cuisine. Though I learnt a lot from there, I started working in an Indian restaurant to gain it practically and this diploma helped me to be an expertise on cooking”

Similarly, INF-5 had also both cuisine diploma and cooking skill which he developed in his country Bangladesh. Then he started general education by going college in the UK but left it after the college level. Motivation also come from teacher as said informant 3. He was motivated by his teacher in school. He also went college but could not continue after college. Unlike them, in case of informant 4, he came to UK for completing his master’s course on IT sector. Besides he did some online basis entrepreneurship courses. Though, he worked in different sector he applied his management skill and other knowledges while doing business.

From the above information, it is clear that practical skills effect more in practical to establish their businesses. They applied their knowledge on their business strategies. According participant 5, a restaurant owner needs to have a minimum knowledge about every single steps of his business.

“I think when someone wants to do a business like that, he need some practical knowledges on cooking, supply for foods, management etc.”

From above information it can be said that most of the informant except one, did not have general knowledge after secondary school. They either started gain experience by doing professional job or did diploma degree on the relevant field they wanted to build their career. Only one participant has completed his higher education. This kind of differentiates in educational level indicated that anyone without high level of academic knowledge can be successfully build their career as an entrepreneur in food industry.

Languages:

A common language is a must to communicate with each actors of a business. I have found that all the informants are fluent in three languages. As they all are from south Asia, they are generally fluent in Bangla and Hindi. Some of them who came UK and enrolled in English language course to become fluent. Overall all of them had a sound English knowledge on the start-up time as it is the local languages to communicate mass people. In addition, they also use Bangla and Hindi to contact with their ethnic community. Informant-1 explained the importance of knowing different languages,

“It helps me in different way, like delivery, to keep order from customer, because everyone knows English, majority foreign people here are from India, Pakistan and Bangladesh can speak Hindi. As my business is south Asian food service so I have to collect my supplies from south Asian supplier like Bangladeshi, Indian or Pakistani store where I basically speak in our local languages.”

As an entrepreneur one must need to have a common local language to communicate with supplier, customers, staffs etc. In my study, all informants are fluent in Bangla, English and Hindi. Which they used at different time of their business activities.

4.2.4 Specific Human Resources

Experience

Another important topic regarding immigrant start-up is to find what type of experiences they had and how these experiences helped them to establish their business. I found that all the interviewed entrepreneurs had experience during their start-up from their previous business or job. Three of the informants had experience by working in similar track business in their early professional life. INF-1 explained that he started some different business which did not work out and there after he worked as a chef in restaurants to obtain experience for his start-up. His experience helped him to operate his restaurant as he is serving food which he usually cooks.

“I started my professional life working in the same track in an Indian Famous restaurant. I had experience of working 3 years”

Apart from this INF-3 had a business background before he started his current business where he achieved management and organizing experience and got a huge customer base. But all these three entrepreneurs did not have any business experience back in Bangladesh. On the other hand, INF-4 & INF-5 had family business in Bangladesh, where they learned management skill and business strategies that triggered them to do business in the UK. In this context INF-4 told,

“We had a family business in Bangladesh. It is also one type of food serving business. I worked in the management level. I bought supply and manage everything in the front desk. You can say these knowledges helped me to start my business in the UK. As its foreign market and totally new. It’s tough for one to do business in that environment. But I could be brave because of my business experience”

Skill

Skill generally come from their experience, education, and business. All the informants have gained skill from either their previous work or business. INF-1 had cruise diploma and then he boosted up his skill by working with some famous chef in a restaurant. He became a reward chef that later injected him to do his own business. He proudly elucidated-

“My cooking skill is my special quality. Right now, I am the top cook in the area of my business. This skill I obtained from work experiences and that skill basically triggered me to started up restaurant business.”

INF-2 & 3 had skill from their previous work and business. Where INF-3 had both operational and business management skill which he mainly obtained from his previous business. And INF-2 had cooking skill as he worked as assistant cook which later turned him main chef in his own restaurant.

On the other hand, INF-4&5, came with their management skill from Bangladesh. Alike INF-1 (who did cuisine diploma in the UK), INF-5 also did chef course in Bangladesh and became an assistant chef once he came in the UK and that practical work transferred his knowledge to

skill. While INF-3 had management skill and had boost it while working as a branch manager. That skill made him confident to start-up a business. He cited-

“My main strength was my knowledge of business. I have confidence of start-up and taking the risk on doing new thing. My main strength was my management quality at the start up time.”

All the informants worked before they started their own business. Majority of them worked in the similar industry and have experiences for more than 4 years either as a chef or manager. Some of them have become skilled worker by working practically at the similar track, they are doing business now. They also tried to extract all type of experiences that needed to do a business such as knowledge about supplier and raw materials, managing operational activities, managing employees etc. However, the following questions was about immigrant’s financial resources, which they needed along with human resources to execute the opportunity.

4.2.5 Financial resources

Moving on now to interviews’ results regarding to informant’s financial resources during the start-up. All the selected entrepreneurs clearly had almost a major portion of financing from their own saving for their start-up. Before establishing their business, they were engaged in different jobs. One start-up founder mentioned that he came up with the mind set of doing business and he saved his money for next financing stated by INF-1. Regarding the other financial sources that helped them in the establishing phase, most participants mentioned their family and relatives support as their second financial source as INF-4 stated that,

“My main financial source for this business was my own saving. A big part came from my family.”

Some of them also had the share partner from their family according INF-3. In addition, INF-1 also mentioned he only saved money what he earned from his job while his family bore his living cost that time. Surprisingly, all except one start-up’s founder, did not have any loan from bank or financial institutions for start-up. They even did not try for that as they had enough support from their own and other sources at forming time. Informant-5 explained about that,

“As I had a motive to start a business, I saved money from my job. I also got financial support from my family. That’s why I did not go to other sources for loan.”

However, INF-1 got financial loan from two sources. A local bank lent him money once they evaluated his business plan and found it eligible.

“I only saved money for start-up a business to fulfil my dream. I was also lucky that a local bank helped me after observed my business plan. F&F (a financial institution in the UK) also helped us”

While Informants were asked the next corresponding question about the difficulties and discrimination of getting bank loan as an immigrant all of them said there were no discrimination in the procedure of borrowing money. They mentioned that if someone have all legal documents and be eligible to get the loan, he can easily get it. But in while they expand their business, they borrowed loan from other relative I weak ties and from financial investors.

Overall for financial resources, own savings from previous job and family contributions (either as loan or share partner) are mentioned by all entrepreneurs as their main financial sources. Most surprising majority of them except first informant did not even try for any loan from financial institution like bank. They were in financial crisis before established their own business and tried to save money in their working life. They also borrowed money from their family and close relatives at start-up stage. And for expansion of the business, all of them use their weak ties to get financial supports. Therefore, in the consecutive question, I have asked them about immigrant’s both type of networks (strong and weak ties), that helped them in both start-up and growth stages.

4.2.6 Immigrant Entrepreneur's Social Network

In this session, I asked them questions related to their network which they needed to operate their business. I asked about the type of social networks and how these networks helped them at start-up and growth stage of their business.

Type of networks

One of the most helping and important resources that all entrepreneurs mentioned in this study is networking. All of them have mentioned this apparently that they had both strong and weak network connections and how these networks supported them in the start-up phase. Four of the participants had lived in the UK in their early life before professional with their family. They indicated their family, Relatives and friends either from local or from educational institution as their strong ties. In addition to that they all have big networks from weak ties as all of them have been living for a long in the UK they have had a strong relationship with local community, Local friends. They had connection with their colleagues from their previous jobs. For example, INF-2 mentioned that he had a huge ethnic community connection. He had lots of foreign friend from his language class as well. INF-1 stated that he made relationship with Wholesale, suppliers, strong employee networks while working as a chef and manager. INF-3 stated that he had business before and related to many entrepreneurs group in London and apart from this he had also a huge customers base who were loyal to his previous business. Overall it can be said that they had both formal and informal connections with their family, friends. Co-worker, business communities etc.

Impact of Networks on start-up and growth of immigrant's businesses in the UK

Strong ties supported entrepreneurs in their early phase of business by financially, working with them and encouraging to do that. One of the founders mentioned that,

“we have family friends and relative who helped us by lending money without interest, which is not basically appears in another community. Therefore, Asian people can

easily manage their financial support within short times. my family helped me financially at the start-up when I was struggling with financial support.”

All other informants also declared that their family was a big source of their financial supports. Besides that, strong ties networks also helped them to assist as staff and some of entrepreneurs also partners from that tie. Staff crisis was mentionable barriers to start-up and to developing their business mentioned by all informants. That time they recruited people from their ethnic group as they are familiar with Indian and Bangladeshi culture, languages and foods. As employees demand was high in the UK and salary scale demanding by native and other communities' people was also quite high rather than participant's community people specially immigrant from south Asia. And it was comparative easy to work with community people.

In case of weak ties like friends, co-workers, suppliers, customers, on the other hand, worked as a word of mouth as mentioned by all informants. Informant-5 business greatly getting marketing helped from their customers. As he said, *“We are depending on our customers marketing (word of mouth)”*. Similarly, informant-3 also had supportive weak ties in the start-up time.

“Beside people from my weak ties helped me by sharing my business with their known as this type of business greatly depend on the promotion and they also supported by reserving the hall in the beginning as customers”.

All informants in a word, informed that their basic customer base built from their own networking at the time of establishment. In addition to that, INF-2, 3 & 4 were connected to their local business community. Where they had to followed up community roles and these community supported their work to build up their business. For example, INF-2 stated,

“Local entrepreneur group helped me by supporting my business. We have some roles which made my business much easier.”

Some business community also assist in the business whether it would be profitable or not, check the location. According INF-3 local entrepreneur community helped him to by recommending the landlord to lease the building once they evaluated his business plan.

Aggregately, Informants' responses indicated that they have both personal and business network in the UK. Their main networks in their personal life that helped them in the start-up phase were their family, relatives and friend in their strong tie, while they also mentioned suppliers, customers, local acquaintances etc were in their weak tie network. Both networks helped them greatly before and after forming their business. Primarily at the start-up time, strong network like their family, relatives provided loan as financial resources. They also mentioned they had staffs in the time of staff crisis from their strong tie who worked for them at start-up stage. Besides, most of them described the help of weak tie after the start-up phase. Customer and their ethnic community people worked as promoting their business as word of mouth.

Once informants talked about their opportunities, motivations and the resources-based views, to build up and growth of their business. After that, I have asked them questions regarding their start-up stage. And following part will provide their answers for these questions.

4.2.7 Business start-up

Once the entrepreneurs executed their business within a small range with their limited resources. As the business are bit different their starting also different. Some of them had 1/2 full time employees and bigger one had 6/8 full time employees at the start-up. And the customer base was small with a specific target. But almost all informants clarified that they became profitable before their expectation.

Informant-1 had only 3 full time and 4 part time employees within specific target customer base in a holiday place. Although there was not any other competitor at that time to fill the demand and he had sales from very beginning of the birth, he had to reached at the breakeven point after two years of establishment. He said-

As it is a restaurant as per, I can remember we had sale from the very beginning day. I needed 6 months to complete out work and started business. After 7 months I fully refurbished the building by £2000. And that was the most critical time for me to survive with the business. Until 2003 we were in survival level. After two years we got a sound profit and got our expected return.

Similarly, INF-5 also started with 2/3 fulltime employees and reached the target point at the end of two years after a bit struggling. While, INF-2 had quick selling fast food shop within much smaller extent in the crowded area and he reached his targeting sale on 3rd months of start-up and continued profit from there. In case of INF-4, within different customer base and different foods, he made profit on 6 months of his business start-up. He recalled the time-

“My target was 6 months as a breakeven point. That was short time for me. But after market research I committed to do that. And after 6 months, I evaluated my business by an accountant. Lucky in 6 months we reached at out breakeven point with a minimum profit of 5/10%. We found it would be profitable though it was not enough profit creating at that time.”

On the other hand, INF-3, had business within bigger dimension rather than four others. They had 8 full time and 6 part time employees within bigger range of target customers base. They had the sale from 1st months but that they had to do as promotion which was as their marketing. It took a long time for them to make profit and the early stage was a bit struggling. He remembered the time;

In the first 6 to 9 months we struggled a lot as we were promoting our business and after that I was lucky. We saw the face of some profits after 2 years.

From all the informant's citations, it can be summarised that in the short timeline, food industry is profitable to earn revenue quickly. All of them needed approximately 1 to 2 years to touch the break-even point. Most of the business formed within small extent with average 2/3 employees.

For the following questions, they talked about their business growth, which will be given below.

4.2.8 Business Growth

In the development stage, all of them have little bit changes on their business operation but have not any big changed on their plan. Some of them are still now developing their business either by extending the existing one or opening new branch, while other has unwilling to growth as they are in their matured level and want to continue to keep the existing level. On one hand, some of them extended their business with bigger target customers base and increased numbers of employees. For example, INF -3 was expanding their business range within time expansion. He said-

“Primarily we only serve food who reserved our venue. But now are also serving delivery outside our catering. We did not change the plan, but we have expanded our business. Before we could serve 500/600 people but now, we can serve 1500 In a time. I have now 12 full time employees. And about 50 part time employees. We are also looking for another branch.”

Similarly, INF-4 also added a similar service for delivering their food to the same customers as they had. He started with small shop and once he overcame the financial crisis, he changed the location to a bigger place and ad some more dishes that also increased his customers. He is also now planning to expand business by opening another branch in a new location.

“I started my business in a small shop. After 2 years in 2018 my business was in a good position and we felt of a big place. I changed the location. We had enough revenue that time. We are also delivering food to many hotels and doing home delivery services beside out existing service.”

As similarly, all informants have mentioned a good growth in their business from birth stage to until now. Their sales have increased within a satisfactory level with serving more customer than before and almost all of them also increased number their number of employees.

On the other hand, though two entrepreneurs are looking for expanding business by opening new branch, three of them are now not willing to expand and they mentioned staff crisis as main barrier to expand the business. INF-5 has brought up his business in the matured level but now unwilling to go for more. According to INF-5,

“We refurbished our outlay, changed to new location and extend our business in a crowed area. Where our monthly average sale was 3000£ in 1st year and right now our

average sales come to around 20k/25k monthly, (where our plan was 7k as matured). We are not thing to expand more as here staff crisis is a big issue. And we are satisfied with our present condition”

Similarly, INF-1 is also thinking growth as a risk for his capital. As there are not enough employees in the market and the new one will be a risky project for the current business. He realizes-

We are still now an established business and now doing good enough. Our Working Money is profit creating so we don't take risk to invest this money anywhere else as it is not sure when we can make profit from new investment.

INF-2 also considering the same explanation for his business growth now, who was also planning to open a new branch, but he also has found staff crisis as a big barrier in the growth of his restaurant business.

“I don't have any plan to expand it because of staff crisis. I have plan to continue with the same race. Growth. We are in the matured level with this business. But I have some more plan to do property business either in UK or in Bangladesh

They also mentioned that their start-up staged passed within 2 years and they started their business expansion. None of them has made any changes in their main business plan. But they increased the number of employees and are of their business layout. Even their target customer range were also expanded. Most of them think they are now in the matured level; therefore, two entrepreneurs are now unwilling to more expansion for staff crisis. And another three are looking for more branches.

4.2.9 Summary of the Part

Table 4: Empirical Research Findings

Participant	INF-1	INF-2	INF-3	INF-4	INF-5
Business Type	Restaurant	Fast Food	Food catering	Shushi Restaurant	Restaurant
Start-up year	2001	2010	2008	2015	2011
Ownership	Sole	Partnership	Family Business	Sole	Partnership
Type of Products/ Services	Bangladesh & Indian cuisine	Fast food: Indian street food	Bangladesh & Indian cuisine	Japanese healthy food	Bangladesh & Indian cuisine
Target customers	Local: native, countryside people	Local customers	Local: south Asian wedding, others	Local: health conscious people	Local customers
Source of business Opportunities	1. Experience 2. Business dream	1. Job dissatisfaction 2. Failure of business	1. Previous business, 2. Job dissatisfaction	1. Unavailability of desired goods 2. Consciousness	1. Experience 2. Unavailability of job
Motivations	1. Dream of being 2. Own Boss 3. Independency	1. Freedom 2. Self-establishment	1. Job Dissatisfaction 2. employer Bad behaviour	1. Work freely 2. Experience	1. Experience 2. Unable to do good job
General Human resources	College, <u>Language:</u> Bangla, English, Hindi	College <u>Language:</u> Bangla, English, Hindi	College <u>Language:</u> Bangla, English, Hindi	Master's <u>Language:</u> Bangla, English, Hindi	Cruise Diploma <u>Language:</u> Bangla, English, Hindi
Specific Human Resources	1. Cooking skill 2. Cuisine diploma	1. Cooking skill	1. Business experiences 2. Management Skill	1. Management Skill	Cooking skill
Financial Resources	1. Savings 2. Family Loan 3. Bank Loan	1. Savings 2. previous business 3. Family Loan	1. Previous Business 2. Savings 3. Family share	1. Savings 2. Family Loan	1. Savings 2. Family Loan
Social Networks	<u>Strong:</u> Family, Friends, Relatives <u>Weak:</u> friends, Co-workers, Community people, supplier etc	<u>Strong:</u> Family, Friends, Relatives <u>Weak:</u> Local friends, Customers, ethnic group etc	<u>Strong:</u> Family, Friends, Relatives <u>Weak:</u> Community people, friends, Customers, Co-workers, supplier etc	<u>Strong:</u> Friends, Relatives <u>Weak:</u> University friends, Customers, Community people etc.	<u>Strong:</u> Family, Friends, Relatives <u>Weak:</u> Local friends, Customers, Co-workers, Community people, supplier etc
No. of Staff at Start-up	3/4	2	8	2	3
No. of Staff now	7	3	12	4	6
Branch of Business	No branch	No branch	Planning for new branch	2 branches	4/5 branches
Growth	Expansion	Expansion	Expansion	New Branch	Expansion
Future Growth	Unwilling	Planning for new branch	Looking location for new branch	Another business in IT sector, New branch	Unwilling

Table 4 summarized the all empirical findings that all the informant's businesses are in food industry and involved in service sectors. Most of them are serving south Indian cuisine. Though their business types are almost similar, their ownership are different to sole, family and partnership. They were self-employed and employing others since the establishing.

One of the major findings of the study was immigrant entrepreneur's opportunities recognition from different sources. Though all of them were motivated to be entrepreneurs, the idea of doing such business come from some specific sources like their skill, experiences and market demands. Interestingly one of the informants got the business idea from his basic need and availability in the markets. Subsequently, they explained the sources of new business ideas and reasons behind not performing these ideas. Most of these ideas come from their skills, previous business experiences, work experiences, operational activities of current business etc. They also pointed out the gap in supply chain, necessary steps they invented to do this business that could be commercialized separately, invest in different industry and doing business in another industry. They have had many ideas in the meantime, but could not actualized because of financial risks, time maintain, staff crisis etc. But some them are trying to execute these ideas in near future.

Another important finding was when all informants talked about their motivations behind opportunities exploration and business start-up. All of them have several motivations with one or two main motivations. All informants had different motivational factors that mostly influenced them, though all had also some similar motivations factors; e.g. freedom, self-dependency, making enough money, employing others. But their main motivations of being entrepreneur instead of doing job can be divided by push and pull factors. Two entrepreneurs explained they were forced to do a business by job dissatisfaction and job unavailability. That shoved them to find a business opportunity and exploit it. While three other informants motivated to fulfil their goal, passion and lead a luxury life.

In case of resources they had to start-up the business, they talked first about human resources. Though all of them were affluent with linguistic knowledge, informant's academic education varied from higher secondary to master's degree. Majority of them left education after secondary school and went to different track like started work or took vocational courses. This kind of variations help to understand that anytime with low level academic knowledge one can start his own business. In addition to that, almost all of them had similar previous work

experiences on the same industry they are doing business now. Which helped them to cope up with the business strategies.

Further about the financial resources they had at the start-up time, own savings from previous job or previous business was in all cases the main sources of funding. Besides, family and close relatives also financially contributed in their start-up by lending or being shareholder. Surprisingly, one out of five entrepreneurs borrowed money from financial institution.

Furthermore, they had good networking (both personal and professional) at the establishment stage which helped from different perspective. Their network range were huge: their family, friends, relatives in their strong tie who helped them financially, working with them, business planning or being as a partner, while in their weak tie they have customers from previous job or business, profession linked persons, colleagues, local friends, ethnic and business community people who promoted their business, worked as a sources of information.

However, once they had combined their resources and started their business within small extent which indicated by number of employees and first sale. Four of the informants started business within small extent with 1 or 2 staffs. In addition, as the food industry is known as quick revenue making, all of them remined their first sale at very begging and turned the business profitable more quickly they expected.

Finally, for the market demand and increasing number of sales, almost all informant had to expand their business by increasing employees, sales volume, more branches etc. While two of the entrepreneurs added more branches and one is looking for new branch once they were in mature level, but two others are unwilling to expand though they are in the growth level because of staff crisis and unnecessary profit loss from working money in current business.

All in one, the findings indicated that, immigrant entrepreneurs recognized their business opportunities from their industry related specific resources and motivated strongly from pull factors to start-up and growth of businesses in food sector in the UK. Their main resources can be listed as cooking skills, previous business experiences, work experiences, managerial experiences, own savings, strong networks: family, friends, relatives; weak networks: customers, local friends, colleagues, suppliers etc. These resources greatly impact on immigrant businesses on both forming and expansion stages.

5. Discussion

The main aim of this Master thesis was to discover immigrant entrepreneur's resources that contributes to explore entrepreneurial opportunities to start-up and growth of a business in the UK. In addition to that, the paper also identified immigrant entrepreneur's motivational factors to comprehend how these factors influenced opportunities and resources in the process of start-up and growth. The main research question of this paper was;

How do immigrant entrepreneur's resources contribute to explore the opportunities to start-up and grow of businesses in the food sector in the UK?

Based on the theoretical concepts used in this paper and findings of the semi structured interviews from immigrant entrepreneurs in the UK, this chapter will provide discussion on main themes related to researcher question: entrepreneurial opportunities, motivations, the resources based view (Human resources, Financial Capital and Social Network), business start-up and growth.

5.1 Business Opportunities Recognition by Immigrant Entrepreneurs

Entrepreneurial activities start from opportunity recognition from business ideas. Informant interviews gave useful understanding about how immigrant entrepreneurs acted in the opportunity discovery process and the way from where these opportunities come. The potential entrepreneur is simply decided or alerted to look for perfect opportunity and exploit it by combining resources they have in hand. About this phenomenon, Shane & Venkataraman (2000) and Venkataraman (1997) indicated, entrepreneurship involves opportunities discovery, evaluation and exploitation by these activities that did not exist before in order to bring up new services or goods, new process or new markets. For example, all informants stated that their entrepreneurial activities happened from discovering opportunities that arise from peculiar situations such as work experience, previous business experiences, job dissatisfaction, economic independence, freedom, dream and so on. They recognized opportunities from ideas arose in mind, evaluated and executed these opportunities to start a business. However, they also mentioned that not all of their ideas did work out, which mean some of their ideas did not turned into business opportunities for several reasons. According to Verma (2015), all business

idea may always not require to be a business opportunity; entrepreneurs have to sift and filter these ideas to recognize whether these are original opportunity or not. A potential entrepreneur needs to figure out which ideas can be turned into good business opportunities. All informants described their business ideas, which come from business operation, market gap, other experiences, education, job experiences etc. They also got some ideas during doing their business, where some of them made it opportunities and some could not. Though three informants are now working on new opportunities to start-up new business, all of them had some unused business ideas. They mentioned the reasons behind did not turn the ideas into opportunities are financial crises, lacking work force, time management etc.

Hence as an entrepreneur, it is important task to recognize business opportunities from ideas in mind. Bhave (1994), identified two possible way of opportunities recognition; external and internal stimulation. Most of the informants in this study, were influenced by external stimulations to be an entrepreneur. Before recognizing any opportunities, they decided to do business and prepared themselves. They stated that they became self-employed as they desired to be. On the other hand, two informants were stimulated by internal factors as they found the opportunities and took entrepreneurial decision to start-up the business. A typical example is one immigrant entrepreneur found his business idea while he was eating in a restaurant and did not get desired products, in that way he found a business opportunity. Then he decided to fulfil the market gap and started his business.

Moreover, these business opportunities on immigrant entrepreneurs came from different sources. Informant in this study indicated that they started their job for different reasons or can also be said as different opportunities. According to Mueller and Thomas (2001) these sources can be divided into four groups. The findings of this study are to some extent similar with Mueller and Thomas findings. Therefore, we can explain these into four grouped. Firstly, most of informant's business opportunities came from their mental process; for example, dream of being a boss, self-recognition etc influenced them to be an entrepreneur. Secondly, two of entrepreneurs had business experience and two more also had work experience in the similar industry that also stimulated to do this type of business. Further, Entrepreneur's knowledge also an important sources of business opportunities. One of informants had knowledge on existing market and he recognized the output, which helped him to make the decision. Finally, environment also play an important role as a source of business opportunities. Some informant's ethnic network encouraged them to recognized business opportunities. Besides,

two immigrant entrepreneurs affected by a negative workplace environment, which influenced them to take the decision of being self-employment.

Afterall, the main reasons stated by all informants to start-up their firm are either fulfil market need or exploitation of opportunities they had in mind. Motivation behind opportunity exploitation is also found, in this study, indirectly contribute to success and performance of immigrant entrepreneurs. Motivation's contribution is greatly providing inspiration to immigrant entrepreneurs to combine their resources to search and exploit business opportunities. In the next part, informant's motivations behind business opportunity exploitation to start-up their business will be discussed.

5.2 Motivations behind immigrant entrepreneurial opportunities exploitations

As we discussed above that a true entrepreneur needs to figure out business opportunities from ideas and then exploit opportunities to start-up a business, to do this, they need strong entrepreneurial motivations. So, it can be said that being an entrepreneur is a choice and motivations play an important role to exploit opportunity, combine resources and start-up a business. It is also explained in the theory chapter that different theorists have indicated several factors turn one's motivation to be an entrepreneur. The driving factors could be, for instance, independence desire and desire to capture opportunities or financial desire (Shane, Locke & Collins, 2003). In addition to that statement Ashley-Cotleur, King & Solomon (2009) included also gender, practical experiences, family background, family culture also driving factors that greatly motivate people to start their own firm or company. In this study, immigrant entrepreneurs (informants) stated their main motivational factor to become entrepreneur in the UK are in general: independency, being own boss, financial stability, freedom, work flexibility, social status, job dissatisfactions, unavailable desired job, work experiences, previous business or managerial experiences etc this is consistent with the findings of Shane, Locke & Collins (2003). These factors encouraged the informants to decide to be self-employed. So, it can be said motivational factors vary from person to person while also can be different among various entrepreneurs' group.

As in the theoretical part I have discussed according Amit and Muller (1994) and Gilad & Levine (1986) that the motivational factors are divided into Pull and push factors, I also found

the informants, throughout the interview sessions, indicated they started their business in the UK from both pull and push factors. Immigrant entrepreneur's main motivations are given in below by separating in Pull and Push factors.

Pull Factors

We know, pull factors usually come from internal motives and is linked more in wants rather than needs. In my study, some informants have mentioned positive factors such as freedom, dream of being entrepreneur, become one's own boss, luxurious life, independency, self-esteem freedom to work, professional or business experience etc. which triggered them to started their businesses in the UK.

Loving to be employer is one of the positive motivational factors. For instance, INF-1 was motivated to be entrepreneur by his passion and dream of being own boss. In this context, Rissman (2006) stated that, some individuals like to be entrepreneur as they value their dream of being own boss and want independency. While, two informants also indicated work flexibility as one of the reasons that influenced them to be entrepreneurs. According to Carter, Gartner, Shaver & Gatewood (2003), work flexibility is also a pull motivational factor. One of the informants strongly mentioned he did not have independency within his previous job as his employer was not flexible to him and did not have freedom. Then he decided to do business in order to get flexibility with his time. In addition to that, desire of better living motivated some immigrant entrepreneurs from positive factors. In order to have more luxurious lifestyle, they wanted to earn more money by doing business. Therefore, aim of earning money for better lifestyle can be considered as a pull motivational factor (Kirkwood, 2009). Three participants mentioned earning money was one of the factors, though that was not their most important factor behind being entrepreneurs.

However, from informant's information, I have found most important positive (pull) motivational factors of doing business in food industry by immigrants were either informants previous work experiences or business experience. They mentioned their prior experience and skills helped to build their business in the UK. As all five informants had professional working experiences, they had huge networks with their ethnic community, customer base, suppliers etc. which encouraged them to start-up a business. There informants mention that their prior experiences and skills in the related business; e.g. all of them worked as chef, helped them a lot to establish their business. While two others had managerial experiences, which also

motivated them to start-up. INF-2 stated that working as both chef and manager, he learnt managing staffs and customers, build relationship with supplier and customers and gained skills on cooking. In addition, three informants had business experience before. Two of them had business experiences in the similar industry. These business skill and experiences helped them in their venture in the UK. Shane (2000) and Ucbasaran et al. (2003) stated in this regard that individual who did business previously had improved in problem solving skills, enhanced ability of identifying and exploiting opportunities and developed entrepreneurial mindsets.

Push Factors

On the other hand, push factors are rooted with need than wants. These are external elements that motivate one to be entrepreneur, also considered as negative environmental effects. These factors like job dissatisfaction or employer bad behaviour, unemployment situation etc. force one to do business (Kirkwood, 2009). As immigrant entered a new environment, it is generally difficult for them to do better in job sector. They engaged in entrepreneurship, as they could not find many options for their professional life. Habiyakare et al. (2009, p. 13) said about that *“immigrants do not enter business as a way of life but rather it is the best opportunities of making a living when life provides few alternatives”*.

Two informants who did not have higher education and high quality for getting desirable job, mentioned that as their main push motivation to be entrepreneur in the UK. they mention it was hard to find good job with their qualifications. INF-4, who is master's degree holder, stated that for more competitive job sector, he changed his aim to do business instead of searching job. To support the statement, it can be said that job market is generally quite hard for immigrant than native competitors, as it is open secret that employers in a host country always prioritise the native candidates than immigrants in the recruitment process. Hagen (1962) explained this as when a community people faces discrimination in host country to get a job, which in turn inclined them to establish his or her own business. These information support that in the migrated country, immigrant entrepreneurs pushed to do business for the negative experiences in the job sectors. Further, Job dissatisfaction also another important negative factor that force immigrant to start their own business rather than doing job. Two informants were not satisfied with their job. One of them were emphasised on this factor behind his entrepreneurial activity. He was totally dissatisfied with his employer bad behaviour, which forced him to engage in his own business. Job dissatisfaction is considered as push motivational factors (Winn, 2004).

Above all it can be concluded that both push and pull factors have influenced informants to engage in business in a new environment. But pull factors, in this study, are found stronger to motivate immigrant entrepreneurs in the UK to start-up and grow of businesses in food sector. However, all of these motivations helped them to exploit opportunities by combining resources they had at start-up time and growth. Immigrant entrepreneurs had different types of resources to start-up their business such as human resources, financial capital and social networks. Therefore, in the following part, I will discuss informants' resources at start-up and growth stage.

5.3 The Resources based view of immigrant entrepreneurs

After opportunity recognition an entrepreneur needs to combine resources in order to exploit business opportunity and execute it. In this study I have found, for some immigrant entrepreneurs, their resources like industry related skill, prior experiences, social networks etc. worked as great motivation to do their business. In addition, these also provide them competitive advantage in the market. Which is in line according to the resource-based view of Barney (1986) and Grant (1991), a business achieves and sustain competitive advantage by using valuable capital. For example, INF-1 is a skilled and award winner chef, what has made his business in a leading position in the competitive market. However, to be a successful, an entrepreneur needs to take decision of which resources are required, at what time and how to achieve these resources, are strategic decision that match with other motivating factors of entrepreneurship (Timmons and Spinelli, 2007). In this study, I have divided immigrant entrepreneur's resources in Human capital, social network and financial capital to start-up and growth of their business (as Bolingtoft et al. 2003). It can be argued that the most important resources at the start-up time are human resources. An entrepreneur primarily needs to spot these kinds of resources which I will explain in the following part.

5.3.1 Immigrant Entrepreneur's Human resources

Human resources are considered one of the most important components in immigrant entrepreneurship according to the informants. All the informants established their business

based on their prior experience, skills, business knowledge etc. Generally, human resources consist of knowledge, education, personal experiences, prior entrepreneurial experience, managerial experience, training and skill etc. However, as I have developed human resource's theory according to Becker (1993), who divided human resources by "General Human Capital" and "specific Human Capital", informants' human resources are discussed here as the same concept.

Firstly, **general human resources** are education, work experiences that increase human productivity in a greater extent of work-related activities. General human resources play an important role in entrepreneurial activity. INF-4 is highly educated and an IT expert, which made an absorptive creativity and capability for him to figure out the potential business opportunity in the IT field, even though he is involved in doing Sushi business in the UK. Besides, two more informants have diploma education on the same subject that they later gained experiences by working and are now doing business. All of the informants acknowledged that their educational background helped them making decision and evaluate business plan. Another important general human resources for immigrant entrepreneurs are their language skill. All of them are able to speak fluently with their customers, suppliers, staffs etc. They greatly emphasize on that components.

On the other hand, among both kind of human resources, **specific human resources** have more positive relation with business start-up and growth than general human resources (Vinogradov & Isaksen, 2008). So, it also can be said that specific human resources or industry-based experiences are more important for immigrant entrepreneurs to start-up and growth of their business, which strongly supported by the concept of Bruno and Tybee (1985), as several researchers point out that work experiences and previous business experience are important for the success of business. All the informants have mentioned they had most important skills from previous work experiences, which mainly triggered them to do business. Among five immigrant entrepreneurs, three of them had high cooking skill that they obtained from previous work, two more had managerial skill in the similar food service industry. Most of them indicated they chose that opportunities according to their expertise on the fields. That can be linked with the theoretical concept of Aldrich (2000) that most business owners determine opportunities for starting a new business from education, experience and expertise that obtained from previous work or their previous business. Previous business experiences also for immigrant entrepreneurs in their business start-up and growth stage. According to Bruderl et

al. (1992), to be an entrepreneur most relevant specific human resource is previous business experience. Two of the informants (INF-3 and INF-5), in this study, had business in the similar industry before they started their current business. They mentioned they had obtained experiences from previous business on managing supply chain, customer management, employee managements, customer base, business community networks etc, that advanced them in their new business activities. For instance, INF-3 had shifted his business in the similar industry, but he still has his customer networks, utilizing managerial experiences.

These personal resources such as education, skills and previous business experience are one of the most important components of managerial resources or human capital, which formulate immigrant entrepreneur's business idea and affect the ability to open a successful business. Immigrant's cooking skills, prior business experiences in food industry, previous work experiences at restaurants, managerial experiences etc. are found, in this study, as most important specific human resources for immigrants to start-up and grow businesses in food sectors in the UK. Therefore, it can be said, specific human resources play more important role on immigrant's businesses rather than general human resources. However, along with human resources, entrepreneurs also need financial resources when they consider to start-up their own business. I will discuss informants' financial resources for their start-up and growth and the sources of these resources with relation to theoretical highlight in the following part.

5.3.2 Immigrant Entrepreneur's Financial Capital

After the business opportunity recognition by immigrant entrepreneurs and make the business start-up decision, they need to search for the sources of financial resources. They need capital to lease building, hire employees, buy equipment and other assets at very early start-up stage. Therefore, immigrant entrepreneurs need to know the role of financial capital, how and from where to collect the fund and proper way of utilizing the fund to start-up a successful business. According to Hoofstrand (2013), financial resources are needed to form a business and increase profitability by expansion and growth; there are different sources of funding according to the amount needed by entrepreneurs. The findings of this paper are consistent within the line of Hoofstrand (2003). Informants in my study have obtained entrepreneurial ambitions by investing from personal savings, borrowing loan from family, friends and close relatives and some also used bank loan as external financing. We can explain sources of immigrant

entrepreneur's financial resources by dividing, according Brooks (2010) categorises: personal savings, loan from family and friends, bank loans and other investors.

The most important financial sources of immigrant entrepreneurs are their own savings according to the interviews. All five informants stated that, the greatest part of their financial investment came from their own saving. This is similar with the statement of Fairlie (2012), who explained that most of the capital sources for entrepreneur's start-up is found from personal or family savings. He explained that another important financial source of entrepreneurs are their family and friends.

Most of the informants had family loans at initial stage to meet the financial requirements. They claimed they have strong family bonding; hence they can easily get financial support with flexible payback condition, even for free of interest. Mostly these sources are informal, while INF-3 sold share to family members as active business partner in order to get financial support. This finding is relevant with Brooks (2010) explanation that loan process from strong network sources can be informal or formal contracts.

Conversely, it can be said from informants' interviews, most of the immigrant entrepreneurs are less likely to try for external investment at start-up phase, except INF-1, who borrowed bank loan at his start-up. All other informants did not try for any sort of bank loan or any other external investment in their start-up stage. One of the mentioned the reasons behind this as their profile was not enough strong and they did not want to take risk of interest. Kushnirovich et al. (2008) explained the reasons for immigrant's less interest on bank loan, which I conceptualized in theoretical part. Immigrant entrepreneurs are less interested to borrow money from credit companies or bank for many reasons like small and new business usually do not have legal and financial legislation, administrative complexity, long bank-customer relationship, credit history, feeling high credit risk and high information opacity (Kushnirovich et al., 2008).

However, after establishment stage, immigrant entrepreneurs try to borrow money from bank and other investors. Two of the informants stated they are getting financial support from banks and some other financial institution, in the business extension time. They have provided current documents and financial stability in order to prove their business profitability and needs of loan. In addition to that, they also get financial support from different networks beside their strong tie, as their business networks and personal networks being bigger with the expansion of business. As networks have crucial impacts on immigrant entrepreneurial activities, next

part provides discussion of immigrant entrepreneur's networks and their impacts on business start-up and growth stage.

5.3.3 Immigrant Entrepreneur's Social Network

Immigrant entrepreneurs have strong communication both in home and host country, which connect them to different networks in business community and help to make multiple professional relationship. All informants in this study are actively involved in their social networks and they acknowledged that networks helped both in start-up and growth stage in their business. Immigrant entrepreneur can obtain efficient and flexible possibility for employee recruitment, market information and financial support by their social network.

From the informant's interview, I found their business are heavily reliable on their ethnic staffs at forming stage. They also get information such as customers information, information of goods and services from their strong tie of social network for their start-up. This statement affirms that "the information needed to start a business is passed to the small business owner through an existing social network of friends and acquaintances" (O'Donnell *et al.*, 2001). In addition, as they have mutual trust with their strong tie, borrowing capital is easier from that sources. When informant 3 started his business with big budget, for instance, his social networks (strong tie: family, friends and relatives) helped him in collecting required financial resources. This finding is correlative with Light (1972) findings. Where he denominated that immigrant can borrow capital from strong ties within short notice within informal contract (Light, 1972). It has also been found that immigrant entrepreneurs recruited staffs from same ethnic group or from other immigrant community. As these labour forces are more available, loyal and inexpensive rather than native people. In addition, informants explained that as these employees speak the same language and familiar with similar culture and behaviours, they feel these staffs are more compatible for working in the environment of ethnic food service business at both start-up and growth stage. INF-5 is a good example for this, as he is operating his business in an area, where most of the target customer are also from the same country (Bangladesh). So, he relies on the staff's behaviour, their skill, cultures, language etc. which makes his business more competitive. That consistent with the result of Waldinger *et al.*, (1990) and Zhou (2004) that immigrant employees are considered one of the most competitive advantages for immigrant business.

On the other hand, all informant mentioned that both strong and weak ties networks are important for growth stage. When they tried to expand their business then required more financial support, information and big labour markets, which they gained from their immigrant and non-immigrant community. These gave them with an option to promote their business in order to attract customers, financial support from mainstream community, mobilize labour etc. The informants also stated that, their weak ties helped them in term of getting more customers, get more financial supports which they needed at their growth stage. Entrepreneurs primary resources that could help in the start-up stage only, but in the growth stage they need to accumulate additional resources (Chandler and Hanks, 1998). Therefore, all informants were agreed with the importance of broad network ties for growth stage.

However, immigrant entrepreneurs need both strong and weak tie to organize financial resources, employees, information, business promotion to start-up a business. So, in the next part, I tried to discuss how immigrant entrepreneurs combined above mentioned resources with the help of their network to start-up a business and then expand their business.

5.4 Business start-up by immigrant entrepreneurs

Business start-up process start from opportunity recognition, then entrepreneurs need motivations and required resources in order to exploit opportunity to form a business. In other word, Immigrants come to host country, identify business opportunity with business intention and then exploit that opportunity to start-up a business by combining resources. The most critical stage for informants of forming their business was it start-up phase, as they needed courageous entrepreneurial intentions and motivational steps to manage resources such as taking decision of doing business, organized financial resources and recruited employees, rented building, managed supply chain etc. Gartner (1985) explained an outline of four degree should be considered in the time of start-up a new business. 1) person who engaged in the forming of new venture; 2) the activities that done by these persons during the start-up process; 3) Process organizational strategy and structure for new business; and 4) environmental factor related this process. Most of the informants stated that their most crucial part was managing organizing resources; for instance, struggled to manage financial sources, organize business structures and employ staffs at their start-up. In the resources-based view, the concentration of

start-up has been directly to business establishment as a resources collection process, where resources availability is assumed to develop entrepreneurial activities (Greene et al.,1999). I have found immigrant informant's business start-up activities are similar with the gestation parameters explained by Alsos & Kolvereid (1998), Giacomini et al. (2011), Liao & Welsch (2008) and Choi & Shepherd (2004). All informant saved money for the intention of doing business, some of them borrowed family loan, they then lease building for the business, recruited employees from ethnic community and tried to fulfil market demand by serving new target customers. However, as all the informants are doing food serving business, they stated that their first sale was from very beginning of the day they formed their business. Reynolds & Miller (1992) considered the first sale as a business's birth. They also proposed a model to explain the first stage of business, which has fitted with immigrant entrepreneur's business. According to Reynolds & Miller (1992) model informant start-up can be summarized, as all of informants were working in order to save money for their business, which they left to start their own business, once after they recognized business ideas and figure out their opportunity to start-up a business in the UK. Then some of informants evaluated their business opportunities by themselves and some other hired experts. Afterwards, they organized human resources, financial capital and social networks. For that, they used their industry related important skills which motivated them to start-up a business. They managed financial resources from their own saving and borrowing money from strong tie networks. They also used their ethnic networks (in most case strong tie) for hiring most flexible, inexpensive and available employees, though they started with few staffs. After that they formed their business, served customers and paying tax. This also can be supported by Morris (2001) finding that the start-up phase of a business take place with the knowledge, capital, human, network at the forming period may also focus on the value of immigrant community resources at immigrant start-up.

However, informants also stated that, as food serving business is quick revenue earning industry in small scale, their business became stable quickly by yielding revenue of break event point and they mentioned their profit-making time started within six months or took maximum one year. But for their constant growth they had to expand their business according customer demand. Some of the informants expand their business, and some other faced different challenges at growth stage. To get a better insight about informant's business growth stage, in the next part of this chapter, I will discuss it with theoretical concepts.

5.5 Business growth stage of immigrant entrepreneurship

In business life cycle, growth is another important stage. Growth come from market demand and willingness of entrepreneurs. Most of the informants in this study already expanded their business, some are willing to expand it, and some more do not want to grow their business for some reasons. The findings highlighted that access of financial resources, human resources specially employees, networks, managerial experiences and motivations or willingness of entrepreneurs are significant indicators of growth in immigrant entrepreneur's business. The main indicators used to understand informant's business growth were increasing number of employees, sales, branches etc.

A business can expand in different way such as they can expand by growing their activities, can acquiring by having another business or branch of the same business, or by doing another type of business (Delmar et al., 2003). All informants in this study, have business growth somehow according to the concept of Delmar et al., (2003). All of them have increased their sales volumes, recruited more employees. Two of them (INF-4 & 5) have open new branch of their business. All the informants mentioned high demand is the main reason for their business growth. Which is consistent with the findings of Isaksen & Kolvereid (2005, p. 25) *"When it comes to business growth, one would certainly also believe that the market has an effect. Baby businesses that experience high demand for their products and services are more likely to grow than others"*. So, when the business is in quick revenue making industry, entrepreneurs expand their business earlier than other type of business as they have highly demand of their products or services. Most of the informants considered sales volume as their business growth, and they mentioned in case of small business, business community indicate increase of sales as business growth. This is also supported by McKelvie and Wiklund (2010) who mentioned that sales growth as the most effective indicator for growth measurement, which is also widely considerable. To identify the growth of a firm after start-up stage many scholars suggested several indicators. Audis and Mickiewicz (2004) focus that growth stage is an indicator to measure performance of a firm. Growth can be measured in two ways 1) Analysing previous employment data and accounting information and 2) forward looking as entrepreneur's expectation. So, it can be said that, informants have business growth by increasing the number of employees and revenue of their business. Besides, three informants are now willing to expand their business. Two of them planning to add more branches, while another one wants to expand his current one by increasing sales and employees.

On the other hand, as to expand a business immigrant entrepreneur need more resources, which most of informants obtained from profits, used their networks to borrow money. In addition, they also need to more employees than in start-up stage. Informants required employees for growth stage from both strong and weak ties. Some of them faced barriers to expand their business for staff crises in the UK. All the informants emphasized staff crises in the UK as growth hinders for immigrant entrepreneurs. Even this crisis, informants also stated, stopped willingness of some new entrepreneurs to start-up their business. Therefore, some entrepreneurs, for example INF-1 and INF-2, are now not willing to expand their business, though they have huge customer demand and growth opportunity. This is described in previous findings of Delmar and Wiklund, (2008) and Wiklund and Shepherd (2003) that willingness of growth depends on many factors, as some entrepreneurs are not willing to expand their business for lack of resources, motivations, aspirations etc.

5.6 Summary and Revised Research Model

A brief summary of relevant study results will be presented in this part. The results also will be described along with interview findings of the thesis and link to theoretical concepts. Following is my revised research model (Figure-3) that I have developed from the main research model (Figure-2) according to my findings of this study. This revised research model will show which components of entrepreneurial opportunities, motivations and the resources-based views are interrelated with each other. It will also indicate which components have strong (blue indicators) or weak (green indicators) effect on each other in regard of businesses start-up and growth opportunities.

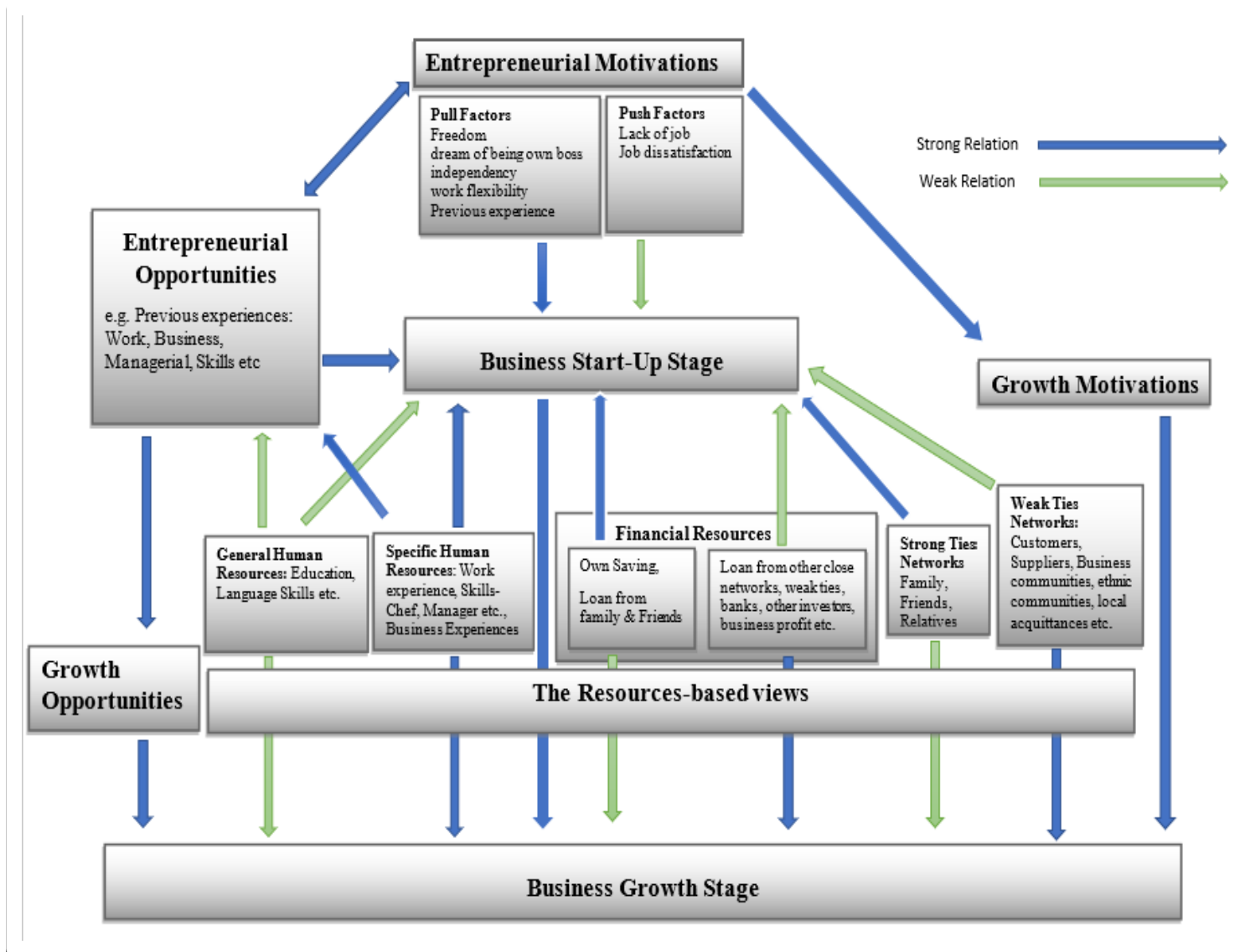


Figure-3: Revised Research Model

In this master's thesis, my main interest was to know how immigrant entrepreneurs explore their business opportunities with the contribution of their resources. In order to get depth knowledge on conceptual framework, I have built a research model (see figure 4) in theoretical framework chapter and I have conducted interviews of five informants (immigrant entrepreneurs) in the UK, to get primary data. In this chapter, I have discussed the finding by linking these with literature and showed how an immigrant entrepreneur figure out business opportunities from their ideas, what motivational factors are more strong to exploit these business opportunities and what are the most important resources they need to execute these opportunity to start-up and growth of a business. Based on the discussion, I have revised my researched model (Figure- 6) by showing the link of all these components according to the degree of their relationship (strong or weak).

The revised research model linked immigrant's business opportunities, motivations and resources to their business start-up and growth stages. Immigrant entrepreneurs' ideas come from different sources. According to the informants, all of them mentioned their specific human resources mainly previous job experience, prior business experience, skills, managerial experiences etc. as their main sources of opportunities to start-up a business. In addition, they also mentioned the growth of the business opportunities come from sales, customers' demands, employee's availability etc. So, specific human resources not only contribute strongly to explore immigrant entrepreneurial opportunities in the host country, but also have strong relation with growth opportunities. While general human resources like formal education, language skills etc. have relations with entrepreneurial opportunities, start-up and growth stage, but it is weaker comparatively with specific human resources.

To exploit these business opportunities to start-up and growth stages, immigrant entrepreneurs need strong motivations and these motivations come from both pull and push factors as stated by informants. They indicated dream of being employer, freedom, independency, luxury living standard etc. as their positive factors, while some other mentioned job dissatisfaction or employer bad behaviour, unemployment situation etc as negative motivational factors behind their entrepreneurial activities. In this study on immigrant entrepreneurs, pull factors are considered have stronger relation with opportunities exploitation to start-up a business rather than push factors. In addition, Immigrants also need strong motivations for growth opportunities. Expanding business is also a crucial task for immigrant. Therefore, some of them avoid growth opportunities for their unwillingness or lack of motivations.

In start-up stage and growth stage of a business, immigrant entrepreneurs need to interlink both business opportunities and motivations with their other important resources such as financial capital and social networks. Immigrant financial resources are another important reason for executing or unexecuting of a business opportunity. All the informants cited their sources of financial resources as their own saving and loan from close ties (family, relatives and friends), which considered as strongly linked with immigrant business start-up stage but weaker to growth stage. Contrarily, their other financial sources like loan from weak networks, banks, financial investors etc. work strongly at expansion stage rather than forming stage of a business. Moreover, immigrant entrepreneur's social networks also contribute strongly as sources of business opportunities, motivations, financial resources, labour marker, initial customer base etc. The study found that immigrant's strong tie networks like family, relatives, friends etc linked more effectively to start-up stage comparing with weak ties. While for business growth stage, immigrants' broad networks or weak ties are more helpful as a bigger source of staffs, financial investors, business promotions etc. rather than strong tie networks.

All these components of immigrant entrepreneurial opportunities, motivations and resources are interlinked with each other (Figure-6) having either strong or weak relation and that lead to form a business and then to growth of it. To form the final opinion on this study, all these components together provide revised research model for this study.

6. Conclusion and Implication

This study focused on how immigrant entrepreneurs explore opportunities and combine their resources to start-up and growth of a business in the UK. In the first part of this chapter, the main research question will be given with theoretical concepts and will summarize the main findings to answer the research question. Thereafter, practical implication and recommendation will be provided, which can be useful for immigrant's entrepreneurs. And the chapter will finalize with recommending for further study and showing limitations of this study.

6.1 Concluding Summary

To start-up a business in the new country, immigrants need to exploit their business opportunities with the combination of resources they have in the new environment. To obtain the insight of the phenomenon of immigrant entrepreneurship, I have started by searching similar theoretical concepts and by using these theories, I have developed a theoretical framework. For this master thesis study, a definition of immigrant entrepreneurship has been developed by inspiration of Gartner (1988) and Drucker (1985) theoretical concepts of entrepreneurship and immigrant entrepreneurship. *Immigrant entrepreneurship is the activities for creating a new business of either new or improved product or services through exploiting opportunities with the combination of resources by an individual, who or whose parents are immigrated.* Immigrant entrepreneur's contributions is unavoidable in the economy of host country. So, immigrant's business opportunities, their resources and their contributions to host country's economy should be researched more deeply, in order to get in-depth understanding and provide suggestions to potential immigrant entrepreneurs. Overall this study led to my research question, *how do immigrant entrepreneur's resources contribute to explore the opportunities to start-up and grow of businesses in the food sector in the UK?* A qualitative research approach was used to figure out the research question and a total five interviews were conducted from both first- and second-generation immigrant entrepreneurs in the UK.

To respond to the research question, my first major finding was immigrant entrepreneurial opportunities and the sources of these opportunities. Potential immigrant entrepreneurs are simply decided or alerted to look for perfect business opportunity from their ideas and exploit it by combining resources they have in hand. Therefore, they need to figure out which ideas

can be turned into good business opportunities. As it is not possible to turn all business ideas into business opportunities because of different reality, financial crises, lack of skills, time management etc. However, some immigrant entrepreneurs decide to start business before getting ideas, for example, dream of business, desire of being own boss etc stimulate to start-up a business. While, some other take decision once they recognize the opportunities. Recognizing market gap, for instance is a sources of business opportunity.

Another major finding was immigrant entrepreneur's motivations behind opportunity exploitation. Immigrant entrepreneurs' main motivations to start up and expand of a business, in generally, come from both pull and push factors. Immigrant's positive motivational factors are usually freedom, dream of being entrepreneur and own boss, luxurious life, self-esteem, flexibility, professional or business experience etc. which triggered them to start their businesses. The most important positive (pull) motivational factors of doing business in food industry by immigrants in the UK, found in this study, were either their previous work experiences or business experience. While in different circumstances, some immigrants can be influenced by negative factors such as unavailable employment, job dissatisfaction etc. These factors encouraged the informants to decide to be self-employed. In this study, positive motivational factors, are found, influences more on immigrant entrepreneurs rather than negative factors.

Immigrant entrepreneurial resources was another important finding for the study. Immigrant entrepreneurs have different types of resources to start-up their business such as human resources, financial capital and social networks. Immigrant entrepreneurs have educations, different languages skills, as their general human resources, which help them in decision making and communicating with different type of stakeholders. Whereas, their most important industry based specific human resources are their previous work skills, business experiences, related educations etc. Which strongly trigger immigrant entrepreneurs to do business. These human resources also provide them competitive advantage in the market as their expertise help them to give their best efforts.

In addition to human resources, immigrant entrepreneurs also need financial resources, as they need capital to lease building, hire employees, buy equipment etc. when they consider to start-up their own business or even for growth of the business. The study found that the most important financial sources of immigrant entrepreneurs are their own savings, family loan at start-up stage. A bigger portion of their financial investment came from their own saving.

While, second most important sources for immigrant's financial support are their strong ties (family, friends for example), from where they can easily borrow money with flexible payback period and low or free of interest. It was also found that, like natives, immigrants are less likely to go to financial institutes in the start-up stage. However, after forming stage, immigrant entrepreneurs try to borrow money from banks and other investors.

Along with that, they also get financial support from different networks as their business networks and personal networks are getting bigger with the expansion of business. So, at business expansion stage, bigger network (both weak ties and strong ties) not only help them financially, but also work as huge sources of information and employees. These give them with an option to promote their business in order to attract customers, financial support from mainstream community, mobilize labour etc. Moreover, as immigrants have more mutual trust and bonding with their strong tie, they heavily depend on close networks at forming stage for borrowing capital, unexpansive and flexible staffs, information of goods and services and other helps. Overall it can be said, as immigrant entrepreneurs can obtain helps from both strong and weak tie networks for financial capital, flexible employees, information and business promotion to start-up and expansion of their business.

The main task of this thesis was to study immigrant entrepreneur's start-up and growth stage. It is found that most crucial stage for immigrant entrepreneurs is their business forming time, as the need to take steps with courageous entrepreneurial motivations to figure business opportunities from their ideas. Usually potential immigrant entrepreneurs evaluate their business opportunity either by themselves or by expertise. And then take start-up decision if they find it worthy. After taking the decision they have to manage resources, specially the important one is financial resources to organize business structure, manage supply and hire employees etc. Immigrant entrepreneurs use their specific human resources as their own core competency, e.g. most immigrant entrepreneurs in food industry work in their restaurants as main chefs or managers. To cover start-up expense, they manage financial support by their own saving or using strong ties (loan from family and friends). Though they need few staffs in their start-up, they mostly use strong ties for hiring staffs. However, as the study was on immigrant business in food industry, which is known as quick profit-making business in small scale, immigrant entrepreneur can evaluate their business as profitable within short period of time, six to twelve months for instance.

For their constant growth, they had to expand their business according to the customers demand. The findings highlighted that access of financial resources, human resources specially employees, networks, managerial experiences and motivations or willingness of entrepreneurs are significant indicators for growth of immigrant entrepreneur's business. The main reason for immigrant business in small scale is high demand in market and they usually expand their businesses by increasing number of employees, sales, branches etc. Most of the immigrant entrepreneurs manage financial support for their business growth by profit of business and they weak or broaden ties to borrow money, even they go to financial institutes at this stage. Beside financial support, immigrant entrepreneurs also use their weak tie networks for staffs recruiting for expanding their business. Staff crisis are now, for immigrant entrepreneurs in the UK, becoming one of the main reasons behind unwillingness for growth of a business. Which hinders immigrant entrepreneur's growth motivation.

The possible answer of my research question can be, immigrant entrepreneur's resources contribute to opportunity recognition and exploitation to start-up and growth of a business. To explain, immigrant entrepreneur's human resources such as their industry related experiences contribute to immigrant entrepreneurial opportunities recognition and to start-up and growth of the business. Further, their financial resources also trigger them to start-up and growth of a business, which also work as a motivation for opportunity exploitation. Furthermore, immigrant entrepreneurs' social networks contribute to both start-up and growth opportunity by providing employees, information, financial supports and promoting their business.

6.2 Implications and Contributions

In this part I will discuss contributions and implications of my study from different perspectives. In the first part, theoretical contribution will be discussed and practical implication of the study for immigrant entrepreneurs, policy makers and educational institution will be discussed afterwards.

6.2.1 Theoretical Contributions of the Study

This study contributes to obtain insight on immigrant entrepreneurship, in regard of opportunity exploration by immigrant's resources. While doing the study, I have searched and read several literatures on immigrant entrepreneur's opportunities, resources, networks, motivations, their start-up and growth process etc. I found there is no study has been done before in context of immigrant entrepreneur's resources that contribute to explore opportunity for their business start-up and growth in the UK. Most of the researches on immigrant entrepreneurship do not determine the impact of resources on entrepreneurial opportunities to start-up and growth of a business in a migrated country. Therefore, it can be said, none of the previous research does fit with the objective of this study. All in all, the contribution of this study fills gap of previous researches on immigrant entrepreneurship. The main contribution of this study shed light on immigrant entrepreneur's resources-based business opportunities exploration. That fill the untouched gap of studies on contribution of immigrant's resources to explore opportunities to start-up and growths of a business in the host country.

Similarly, there are only few researches on immigrant motivations that help to evaluate business ideas for viable business opportunities, which has been studied in this thesis paper. This paper provides insight on how immigrant entrepreneurs figure out their business ideas and what type of motivations help them to execute that and sources of these motivations. I have also found that, pull factors or positive motivational factors are main reasons to become self-employed for immigrant entrepreneurs in the UK. Though most of the literatures showed push factors are more effective, I have found pull factors are stronger for motivating immigrant entrepreneurs in the UK to start-up and growth of a business.

6.2.2 Practical Implication for immigrant entrepreneurs

It is expecting that this study will help South Asian immigrant entrepreneurs who wants to be self-employed but do not understand where to look for opportunities and how to explore opportunities. This study focused on immigrant entrepreneurs, which can help potential immigrant entrepreneur to gain understanding of sources of their business opportunities, entrepreneurial motivations and resources management to start-up a business in a foreign market.

In addition, the finding of this study will also help immigrant entrepreneurs by improving their understanding on the importance of their networks. They should try to be conscious of their strong tie contacts, which can bring more opportunities to their start-up. And improve weak tie networks especially for business growth stage, immigrant entrepreneurs, for example become demotivate to further expansion because of staff crisis, which can be overcome by broaden networks as it is bigger sources of employees.

Moreover, as this study was on South Asian immigrant entrepreneurs in the UK, especially in food industry, prospective immigrant entrepreneurs can have ideas what type of skill they have to emphasize to start-up and growth of a business, that make them more aware to obtain industry related experiences and skills. Beside they also can knowledge on how to prepare them to fit with the business environment in migrated country, what type of business contacts they need and what are the main financial sources. Also, they can assume what type of obstacles they could face to both start-up and growth stage of a business and can plan to overcome these problems in advance. For instance, they can be more conscious on business operational problems like the staff crisis in the UK that become hinders for growth motivations.

Last but not least, this study also can serve as a guidance that may beneficial for future immigrants, who are planning to migrate to a new country. This study shows how immigrant entrepreneurs bring their skills and knowledge from their home country and apply it to host country to start a business. For instance, the results indicated that immigrants come with cooking skills or managerial experiences in the similar industry, which later greatly help them to start-up their own businesses in food industry in the new environment. Therefore, future immigrants can obtain skills and experiences in the similar industry they want to establish their businesses.

6.2.3 Practical Implications for Policy Makers

The result of this study can be constructive to make policy for promoting self-employment among immigrants. Besides, it also can help to administrative authorities, who are making rules and regulations to promote entrepreneurial activities around the country in order to reduce unemployment. A clear understanding on how immigrants explore opportunities for start-up a business, can help concern authorities to inspire and motivate immigrant to start their business.

The findings indicated that skilled immigrants motivate from push factors after getting negative experiences in job fields and facing unemployment situations. Policy makers in the Department of Immigrant Development, can use this result to promote entrepreneurship as better option rather than employment.

Further, policy maker should take in consideration the obstacle creating factors for immigrant business start-up. Financial problem, for example, immigrants are less likely to go to financial institutions for borrowing loan because of interest expense, risky payback period etc. Regulations should be facilitating for initial financing and employ expert supporting team during the initial stage of the business. The policy maker should give a testing period for immigrant entrepreneurs in small scale by making policies for bank loan with low interest and flexible payback period. For this policies, potential immigrant entrepreneurs or even native entrepreneurs, who are not willing to form their business because of financial problem, be encourage to start-up their business.

Furthermore, finding of this study shows staff crisis negatively influencing on the growth stage of immigrant business. Policy makers should research on workforce market for immigrant entrepreneurs and identify proper sources of available staffs.

6.2.4 Practical Implications for Educational institutions

The findings also provide important information for educational institutions to promote entrepreneurship. Educational institution e.g. schools, colleges, universities etc. are now emphasizing on entrepreneurial courses. They can use the results of this study to motivate potential entrepreneurs at early stages. In addition, the study shows practical education for example, diploma on cuisine, help greatly immigrants in food industry. Therefore, some practical courses in entrepreneurship education can be added to taught who are interested to do specific business.

6.3 Limitations of the study

Several limitations of this study can be detected, based on the findings of the study, which should be considered by the reader. Firstly, due to difficulties on the accessibilities to immigrant entrepreneurs and time constraints, only five interviews were conducted in this regard. Secondly, as the aim of this study was to explore immigrant entrepreneurs' resources opportunities in the UK, immigrants from only two cities; London and Birmingham, are chosen as informants. That indicates the low generalizability of this study. Further, the study conducted only on food industry, therefore, it is possible that these informants were not fully representatives of all immigrant entrepreneurs in the UK. To explain this, all informants are operating their business in food industry in the UK, thus they do not represent immigrant entrepreneurs in other industry, especially high-tech immigrant businesses.

6.4 Recommendation for Further Study

This study has provided the answer of how immigrant entrepreneur's resources contribute to explore opportunities to start-up and growth of a business in the UK, using qualitative case study. To obtain concrete insight on which sources of opportunities are more important, what type of motivations are stronger, most significant resources for immigrant entrepreneurs to start-up and growth stage, a quantitative research is recommended to conduct on the same topic which can be generalized to larger populations.

In addition, as I have only interviewed five informants which is a small sample size, finding of the study cannot generalize for all immigrant entrepreneurs around the world. Therefore, taking larger sample, in further study, could give better understood and universal results, which could be more generalized. Similarly, I used convenience sampling method, as all of the informants are origin from same country. Further research can include immigrant entrepreneurs from diverse ethnic communities using different sampling method.

Further, this study focused only on immigrant entrepreneurs in two cities; London and Birmingham. Hence, findings show the start-up and growth opportunities based on these regions. For example, findings show staff crises as a growth hinders. Workforce availability can vary country to country, depending on incomes, conditions, rules and regulations. A

comparative study between more countries or regions could allow assessment of the labour markets effect on immigrant entrepreneur's start-up and growth stages.

Furthermore, I have studied immigrant entrepreneurs on food industry and found immigrant entrepreneurs doing quick profit-making business as fast growth. A further study could include other industry such as IT, textile or other services business and can compare between industries; especially for growth stage.

Another comparative study could be done between first- and second-generation immigrant entrepreneurs, as first-generation immigrants come from different environment having both home country's experiences and new environmental complications.

Concluding Remarks

The topic of the thesis is *Immigrant entrepreneurship in the UK: opportunities and resources to start-up and grow of businesses in the food sector*. The aim of this thesis was to assess the contributions made by immigrant entrepreneurs' resources towards opportunities exploration to establish and expansion of businesses. Therefore, the research question used for the study was "*How do immigrant entrepreneur's resources contribute to explore opportunities to start-up and grow of businesses in the food industry in the UK?*". To answer the research question, I have conducted the study by using qualitative case study method through semi-structured interviews from five informants, who are doing business in food industry in the UK. These informants are considered as representatives of immigrant entrepreneurs in the food industry. The finding of the study indicated that human and financial resources have mediating effects on immigrant entrepreneurial opportunities recognition and business initiation. While, social resources have moderating effects on both business start-up and ability to grow.

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Appendix A: Interview Guide

“Immigrant entrepreneurship in the UK: opportunities and resources to start-up and grow of businesses in the food sector”

Good day! I'm a Student of Nord University. I'm doing my master's degree Thesis on Immigrant Entrepreneurs in the UK. The goal of this interview is to collect information on “How do immigrant entrepreneur's resources contribute to explore the opportunities to start-up and grow of businesses in the food sector in the UK?”. I am emphasizing on which Immigrant's resources contribute strongly to explore business opportunities to start up and growth of business in the UK. Besides, entrepreneurial motivations behind opportunities exploitation will be discussed. However, I would like to talk to you on this topic which will take around 25 to 30 minutes and I will record the interview in order to transcribe later. All the information, I obtain will remain strictly confidential and will only be used for my thesis purposes.

Personal Information:

1. Name:
2. Gender: Male / female
3. What type of immigrant you are?
 - ☐ 1st Generation
 - ☐ 2nd Generation
4. Contact No/ E-mail:

About Business:

5. Name of Business:
6. Type of business: family/ sole owner/ partnership/ team etc
7. Is it your main business? Parent or subsidiary business?
8. Type of industry: E.g. food, garments

9. What Products/ services you are offering? New or traditional products
10. Size of the business: do you have other branches?
11. Which market: Local/ National/ International
12. How long you been running this business here in the UK?
13. Who are your business customers?

PART II: Specific Questions:

Immigrant entrepreneurial Opportunities

1. How did you discover to start this business?
2. Can you please explain your business idea?
3. What were the sources?
4. How did you evaluate?

Immigrant entrepreneurial Motivation

1. What are the main motivations to become an immigrant entrepreneur in the UK?
2. What was the reason to start the business in UK instead of doing job? (self-realisation, independency, being your own boss, autonomy/freedom)

Immigrant entrepreneurial Resources

General Human resources

1. What are your educational qualifications? Do you think your educational qualification helps you to work as an entrepreneurial?
2. How many languages you can speak? Do you think these help you in the foreign market?

Specific Human Resources

1. Do you have any previous work experiences in the similar industry before? can you please explain: What type of work experiences, Duration etc.?
2. What is your previous business background? And did you have any business in your home country? If yes, how these experiences help you to do business here?

3. Do you have any skill which you obtained from your home country and now using to do this business?

Financial resources

1. How you managed financial capital to start up your business? Can you recall different type of financial sources; you had during start-up and development of your business?
2. Do you think it is hard to collect capital as an immigrant entrepreneur comparing with native entrepreneur?

Network

1. Which type of networks you have in the UK? E.g. university relations, regional political organization, community events, family, realtors, legal counsellors, civic accountants, consults, former employer, suppliers, wholesalers, engineers or researchers, brokers as well as government organizations
2. Strong and weak ties (explain)
3. How these Networks help you to start up your business in the UK?
4. Do you have any facilities as an entrepreneur by local community? (local entrepreneur/business community)
5. How your ethnic community helped you to start-up and develop your business?

Business start-up

1. How many full-time employee/s, you had during your start up?
2. Who were your 1st target customers?
3. Can you recall your 1st sale?
4. Was the profit since that time or it took some time?

Business Growth/Development

1. Have you changed your business plan in the meantime of doing this business?

2. If yes, how you changed it?
3. Have you changed your business from the primary level to till now?
4. How you developed your business?
5. How you get more customers?
6. Have you found any new business idea in the development level (in the time of doing the business)?
7. Can you explain briefly, development of your business from the launch level to till now (open)

General:

1. What is your future plan with your entrepreneurial activities? Future plan about expansion of business?
2. Do you have anything important to add?

THANK YOU VERY MUCH FOR YOUR VALUABLE TIME AND INFORMATION

Appendix B: Script of Informant's Interviews

Interview: 1

Personal Information:

- 1. Name: Amjad Ali**
- 2. Gender: Male**
- 3. What type of immigrant you are?**

2nd generation. I born here in the UK, but my parents came here from Bangladesh

About Business:

- 1. Name of Business:**
 - 2. Type of business ownership** Sole proprietorship business.
 - 3. Is it your main business? Parent or subsidiary business?**
- Yes, it is my main business. I do not have any other business.
- 4. Type of industry:** Restaurant business. Food Industry
 - 5. What Products/ services you are offering? New or traditional products?**

We are serving Indian cuisine. Especially Bangladeshi food. In the 1960s/70s, we (before the birth of Bangladesh) had identity crisis and people here known us as Indian. So, for business marketing, everyone markets their product or restaurant as Indian food business. This trend has been coming from that time and still we are doing that, though people now know Bangladesh.

- 6. Do you have any Core competitive advantages over competitor?**

There more 5 restaurants are competing with us and we are market leader. As I said now, I am an award winner chef I think my experience of cooking is my core competence. Though All 5 restaurants are Indian and serve almost same food. But as we are the oldest and have a strong good will we are now in the top position among the restaurants.

7. Size of the business: do you have other branches?

we do not have any other branches. We have only one outlay

8. Which market:

My business is in a local area and most of the customers are local native British who are loyal to our food. And our target customers are these countryside people as they love our food in the weekend and there is really huge demand.

9. How long you been running this business here in the UK?

I started my business in 2001. In a business where there was another restaurant who shut down and I took over the outlay in 2001.

PART II: Specific Questions

Immigrant entrepreneurial Opportunities

How did you discover to start this business? Can you please explain your business idea?

I have cooking experience since 1989. I worked with most experienced and world-famous chefs in a renowned restaurant in the UK. I learned how to cook specific food item and worked sometimes in the managing sector. from that business I generated the idea of doing my own business or running own restaurant

What were the sources? How did you evaluate?

I had a good fast food idea when I was working in fast food shop before working Indian restaurant. And was planning to start a fast food shop that time. But in the meantime, I started my work in an Indian restaurant. And find the location where there were not any single Asian especially Bangladeshi, Indian restaurant. I researched the market demand and that time I have found the opportunity to start up an Indian restaurant. From that idea I continued my plan and learnt to how to cook specific food item and worked sometimes in the managing sector. from that business experience I generated the idea of running own restaurant. I talked with my family and evaluate the cost and profit of the business by one of my experienced uncles, who had a restaurant business in London.

New Business Ideas

Have you found any new business idea in the development level (in the time of doing the business)?

Yes, I had lots of idea in the meantime, but you know Time is the main thing, Practicality, and finance reason is factor not to work out of these ideas. Also, kason curry (grocery shop) shop we started and turned off because of manpower. However, I have some plan to start-up a new business in the different section. You can say it is in the same supply chain. We are purchasing our supply from a distance place. And I am planning to do something to sought out this problem.

Immigrant entrepreneurial Motivations

What are the main motivations to become an immigrant entrepreneur in the UK?

My main motivation was my dream. I had dream since my childhood to be a boss and lead people. In addition, freedom and independency, self-establishment etc. motivated me to be entrepreneurs.

What was the reason to start the business in UK instead of doing job? (self-realisation, independency, being your own boss, autonomy/freedom)

I did not study in the higher level for a good job which inclined me to do business. Besides at the time of my professional life, there were high demand of food industry. These things stimulated me to start up a business.

Human resources

What are your educational qualifications? Do you think your educational qualification helps you to work as an entrepreneurial?

I went to college and before the undergrad level I have left the academic institution and did a diploma on Asian cuisine. Though I did not learn a lot from there, but I think my practical work in a Indian restaurant and this diploma helmed me to be an expertise on cooking.

How many languages you can speak? Do you think these help you in the foreign market?

I know English, Bangla Hindi. It helps me in different way, like delivery, to keep order from customer, because everyone knows English, majority foreign people here are from India Pakistan Bangladesh and can speak hindi so we can contact them by hindi. As my business is south Asian food service so I have to collect my supplies from south Asian supplier like Bangladeshi, Indian or Pakistani store.

What specific skill/ experiences (human resources) motivated you to do this business?

Yes, my cooking skill is my special quality. Right now, I am the top cook in the area of my business. This skill I obtained from work experiences and that skill basically triggered me to start up restaurant business. (most about these important skills, I told you during general question).

What is your previous business background? And did you have any business in your home country? If yes, how these experiences help you to do business here?

I had some Small business but that did not work out. Now I am a good chef and I got from my previous work experience. I started my professional life working in the same track. I also worked in a fast food shop (fish and chips for 6 months), but almost similar track. I am selling product which I cooked and experimented by myself.

Do you have any skill which you obtained from your home country and now using to do this business?

No. As I born here. For mention I was a motor mechanic at the very early age.

Financial resources

How you managed financial capital to start up your business? Can you recall different type of financial sources; you had during start-up and development of your business?

As I said I worked in restaurant. And lived with my family at that time. I only saved money for start-up a business to fulfil my dream. I was also lucky that a local bank helped me after observed my business plan. F&F (a financial institution in the UK) also helped us.

Do you think it is hard to collect capital as an immigrant entrepreneur comparing with native entrepreneur?

A native can get fund easily from bank but there is a little bit problem for people from foreign, but if they have good papers and strong background, they can easily get it.

Social Network

Which type of networks you have in the UK? E.g. university relations, regional political organization, community events, family, realtors, legal counsellors, civic accountants, consults, former employer, suppliers, wholesalers, engineers or researchers, brokers as well as government organizations?

I have both strong and weak tie. As I born here and went school and college, I have a huge weak tie with friends, teacher, local people etc. besides, I have lots of relative from Bangladesh who also are living here. My whole family are also here.

In the time of start-up my family friends and relatives helped both by financially and physically. We have strong customer relationship as they are loyal to us and our social networks are stronger.

How these Networks help you to start up your business in the UK?

As I said my family helped me at the beginning both in financially and mentally supporting my business. They encouraged me. Besides some of my friends and relatives worked with me to build-up my business. Once I have strong customer networks and they worked for me as a word of mouth. We also advertising to my school(campaign) so we have networks there. Wholesale, suppliers, strong employee networks as well as. We support local org like charity, community charity etc. they also worked for as advertising campaign.

Do you have any facilities as an entrepreneur by local community? (local entrepreneur/business community)

We do not have any local entrepreneur group.

How your ethnic community helped you to start-up and develop your business?

Yes, they helped by promoting my business. We gather in a certain time of a week. That time they promoted my business.

Business start-up

How many full-time employee/s, you had during your start up?

We have 12 full time employees and 3 part time employee (Bangladeshi students)

Who were your 1st target customers?

It's a holiday place in the countryside. So, customers base is basically with county side (native British) people and they are loyal to us. My main target customers are these people. Almost 90% of the sale coming from them

Can you recall your 1st sale?

As it is a restaurant, as I can remember we had sale from the very beginning day.

Was the profit since that time or it took some time?

I needed 6 months to complete out work and started business. After 7 months I fully refurbished the building by £2000. And that was the most critical time for me to survive with the business. Until 2003 we were in survival level. after that we got a sound profit and now it's 3 to 4 times bigger than in the 1st time

Business Growth/Development

Have you changed your business plan in the meantime of doing this business? And how you changed it?

we changed food over the time, and we are changing over it after 3 to 4 years. We change our menus, stuff. But there was not any big change in or business plan. But as my customers are increasing, we extended our customers area. therefore, we started home delivery service in 2008 which we had not before that.

General Question:

What are your future plans with your entrepreneurial activities? Future plans about expansion of business?

We are now in the growth phase of business life cycle and we are not planning to expand it because of staff crisis. but I have some plan to start-up a new business in the different section. You can say it in the same supply chain. We are purchasing our supply from a distance place. And I am planning to do something to sought out this problem.

===== 0 =====

Interview 2

Personal Information:

1. **Name:** Fahim Ahmed
2. **Gender:** Male
3. **What type of immigrant you are?** 2nd Generation

About Business:

4. **Name of Business**
5. **Type of business Ownership:** partnership
6. **Is it main business? Parent or subsidiary business?**
Main business but this my 2nd business
7. **Type of industry:** food
8. **What Products/ services you are offering? New or traditional products?**
Traditional Indian street food and Bangladeshi Fast food
9. **Do you have any Core competitive advantages over competitor?**
We are only serving Indian fast foods. And we are focusing only it. There are not any other restaurants which are offering such foods only. Our one is more delicious
10. **Size of the business: do you have other branches?** We don't have any more branches
11. **Which market:** Local
12. **How long you been running this business here in the UK?**
Since 2010
13. **Who are your business customers?**
Customers are local and we are doing business in village are and our customers are local native British.

PART II: Specific Questions:

Opportunities

How did you discover to start this business? Can you please explain your business idea?

What were the sources? How did you evaluate?

Firstly, we started our business in 1999 with my brother and more 4 members of our family relatives. Main business was Indian food restaurant. I started my job in kitchen in this business as well. And was assistant chef. I become a chef by assisting main chef. In 2010 I found the idea of fast food shop in a good location. And I found a friend who is also good for fast food chef. We both wanted to do this business together and talked with our accountant as well with municipality who evaluated our future of the business and helped to lease the outlay

New Business Ideas

I have found many business ideas but could not do for the current business and also for financial and staff crisis.

Immigrant entrepreneur: Motivation

What are the main motivations to become an immigrant entrepreneur in the UK?

My main motivation was to be self-dependent. All my family members were working in different restaurant. We had to work under our bosses and were dependent on them. We were not satisfied with it. They motivated me to do business and helped me financially.

What was the reason to start the business in UK instead of doing job? (self-realisation, independency, being your own boss, autonomy/freedom)

I did not want to work under someone. Beside it was hard to find a convenient job for me with my background. You can say job market was really tough and I found doing business is for me.

Human resources

What are your educational qualifications? Do you think your educational qualification helps you to work as an entrepreneurial?

I left school and in the young level I worked in different restaurants and gain knowledge on this track

How many languages you can speak? Do you think these help you in the foreign market?

I can speak Bangla. English, Hindi.

What specific skill/ experiences (human resources) motivated you to do this business?

Yes. As I am chef and I know how to do this type of business. Besides I am good at Indian fast food shopping (told much about this during answering general question)

What is your previous business background? And did you have any business in your home country? If yes, how these experiences help you to do business here?

I worked different Indian restaurant both in front and with chef. I learned how to cook. And once I became assistant chef. Then in 1999, I started my own business by these experience

Do you have any skill which you obtained from your home country and now using to do this business?

No

Financial resources

How you managed financial capital to start up your business? Can you recall different type of financial sources; you had during start-up and development of your business?

I started my business by my own financing and from family loan

Do you think it is hard to collect capital as an immigrant entrepreneur comparing with native entrepreneur?

I did not try for loan. But I think it would be hard I have everything.

Social Network

Which type of networks you have in the UK? E.g. university relations, regional political organization, community events, family, realtors, legal counsellors, civic accountants, consults, former employer, suppliers, wholesalers, engineers or researchers, brokers as well as government organizations

My weak tie helped me by supporting financially. And strong tie helped me in promoting my business

Do you have any facilities as an entrepreneur by local community? (local entrepreneur/business community)

Yes, I am a member of local entrepreneur group. They helped me by supporting my business. We have some roles which made my business much easier.

How your ethnic community helped you to start-up and develop your business?

They also worked as weak tie. The helped me to promote my business

Business start-up

How many full-time employee/s, you had during your start up?

I had 2 employees

Who were your 1st target customers?

Local customers

Can you recall your 1st sale?

The sale was from very begging and It took around 2/3 months to get in profit

Business Growth/Development

We have expanded our business. I have found many business ideas but could not do for the current business and financial and staff crisis

===== 0 =====

Interview 3

Personal Information:

1. **Name:** Abdul Bari
2. **Gender:** Male
3. **What type of immigrant you are?**

1st Generation. I came here in 1981 with my parents

About Business:

4. **Name of Business**
5. **Type of business:** family Business
6. **Is it main business?** It is the main business
7. **Type of industry:** E.g. food, garments?

Food Industry and catering service

8. **What Products/ services you are offering? New or traditional products?**

Mainly we have two type of products in our new business. One or our core business is our venue or hall, which we mainly use to rent for wedding program, various parties, concerts, events etc. Apart from this we also serve food for these programs.

9. **Do you have any Core competitive advantages over competitor?**

Our venue location is great for the market competition. Our big venue also ou core competitive over competitor. We have good review on our foods.

10. **Size of the business: do you have other branches?**

No, we do not have any branches. But we are now looking for location of a new branch

11. **Which market: Local/ National/ International?**

Both local and National customers. As we are serving our food in our wedding hall and our food catering service is famous here in London, customers from different nations (British, bangali, Indian Pakistani, somalin etc) love our service and our loyal

customers. Besides London, we have customers from another cities. Sometimes we rent the hall along with food. Sometimes they only order food.

12. Who are your customers?

Our target customers are basically locals' customers. Specially in the 1st 2/3 years we had customers from our local communities (Asian). Then we started serve other customers from different region like Africans, natives etc. We started some more service like conference, meeting, churches event, political events, etc

13. How long you been running this business here in the UK?

We started it initially in 2008 this business, before I had 2 restaurant business. I started these restaurants in 1994

PART II: Specific Questions:

Opportunities

How did you discover to start this business?

I came in London in 1981 and worked in different restaurant in the meantime along with my study. I worked mainly in the kitchen and management. Though I worked well, owner of the restaurant was not honoured to me. Their behaviour was so cruel. But I tried to learn these works. I motivated from my experience, and thought If I only work, I must work whole life, but I wanted to shine in life and build career. In the 1994 I started my own restaurant business. And the business ran very well and was profitable. I saved money and invested in another restaurant business with partnership. That time I had a friend who was good chef and got all combination. And I ran those two businesses until 2007/08 and in that time restaurant industry in London was in a horrible situation. I was looking for to switch another type of business since 2006 and in 2007, I found an opportunity (market) gap in that time to start-up my new business in the similar track. I was looking for a location and all combination and finally I got it in 2008. The building of my current business was totally destroyed and when I saw it, I realize how it would be if I renovate this. and Local entrepreneur community and local council appreciated us greatly to do this. The location was perfect to do this type of business. When I started it, I had some partners, but we realized that we have to struggle with new business. And after few days they withdraw their partnership when they calculated risks. After that I started it with my family members.

New Business Ideas

- 1. Have you found any new business idea in the development level (in the time of doing the business)?**

Yes. For my business we have developed a software to maintain all of our business which is really a big thing. We are planning to promote this software. Besides I have many more plan for another business.

Immigrant entrepreneur: Motivation

- 1. What are the main motivations to become an immigrant entrepreneur in the UK?**

My main motivation was to be self-dependent. Work freely. And shine in life. Another thing stimulated me to do business is bad behaviour of the owner the last business I worked. My boss always tried to dominate me and was cruel to me. His behaviour heavily affected my working life. I decided to quit that job and start-up my own restaurant. Because if I work, I have to work whole life.

Human resources

What are your educational qualifications? Do you think your educational qualification helps you to work as an entrepreneurial?

When I came here, I was 15 years old and I passed higher secondary from my country and after that I pass college level here in UK. I also motivated from my teacher in college to do something by myself. He encouraged me.

How many languages you can speak? Do you think these help you in the foreign market?

I can speak Bangla, English and Hindi. Here in UK, we basically communicate with English for everything. And we also use Bangla and hundi to deal with customers from Bangladesh and India. (south Asia)

What specific skill/ experiences (human resources) motivated you to do this business?

(Speak before about it)

What is your previous business background? And did you have any business in your home country? If yes, how these experiences help you to do business here?

No, I did not have any business in Bangladesh. But I had two restaurant business here.
So, you can say I am doing business in the same track

Financial resources

How you managed financial capital to start up your business? Can you recall different type of financial sources; you had during start-up and development of your business?

I had mainly financially supported by my previous business (restaurants). I sold those restaurants in 2007. I had a sound amount to start up a business. But you know I was a big project, so I was lacking some money. That time I invited some of my friends who invested my business, but they also withdraw their portion a few days later. That time my family and relatives came ahead and worked with me. They also bought some shares of my business

Do you think it is hard to collect capital as an immigrant entrepreneur comparing with native entrepreneur?

We did not have any loan from banks at the start-up time. But I think as an immigrant we did not have faced any discrimination from the loan authority though I did not take it. But I realized it

Social Network

Which type of networks you have in the UK? E.g. university relations, regional political organization, community events, family, realtors, legal counsellors, civic accountants, consults, former employer, suppliers, wholesalers, engineers or researchers, brokers as well as government organizations

I had a strong network. I have both weak tie and strong tie. There is point that our social bond strongly helped us. To explain, we have family friends and relative who helped us by lending money without interest, which is not basically appears in another community. Therefore, Asian people can easily manage their financial support within short times. I had a big local community who worked for me as a word of mouth for marketing of my business. As well I had a strong bond with my customers. There were lots of customer demands and we served them well which made a bond with them. I

also got help from business community. They suggested me and cooperated me in different ways.

How these Networks help you to start up your business in the UK?

Firstly, I mentioned before that my family helped me financially at the start-up when I was struggling with financial support. Beside people from my weak ties helped me by sharing my business with their known and reserving the hall in the beginning

Do you have any facilities as an entrepreneur by local community? (local entrepreneur/business community)

Yes, the local community helped me to lease the building. The evaluated my business plan and recommended to the municipality to rent me the building.

How your ethnic community helped you to start-up and develop your business?

I mentioned it before that they helped me by spreading and promoting my business.

Business start-up

How many full-time employee/s, you had during your start up?

I have now 12 full time employees. And about 50 part time employees

Who were your 1st target customers?

We are targeting customers who are looking for a big vanue with dilecious foods. You know there lots of Asian immigrants in London now. We are serving them delicious food along with our venue. Besides, people from other countries also reserve our hall for their events. We are also organizing party for Chares, and different events

Can you recall your 1st sale?

As far as I remember we had customer (small order) since the 1st month of start up

Was the profit since that time or it took some time?

In the first 6 to 9 months we struggled a lot and after that I was lucky. We saw the face of some profits and after 2 yeears it was profitable. Within one month we had arranged small business events. Besides I got customers from some of our community in the primary level who was also our pilot customers. And we offered them a sound discount.

Business Growth/Development

Have you changed your business plan in the mean time of doing this business?

Primarily we only serve food who reserved our venue. Byuut now are also serving out for only our catering. We did not change the plan bt we have expanded our business. Before we could serve 500/600 people but now we can serve 1500 In a time

Have you changed your business from the primary level to till now?

Yes, I continuously changed my menus. And some of my decoration. According to my customers demand. Bt there were not any change in the business plan as mentionable. But we had lots of changes in our internally as we are developing day by day

How you developed your business?

We are marketing our business by Tv advertising since the primary level. And now we also are using social media for advertising.

How you get more customers?

We are getting customers from our authentic service by our customers. As I am an old businessman, I have strong reputation in different community. They are working for me as word of mouth.

General:

What are your future plans with your entrepreneurial activities? Future plans about expansion of business?

I had few business plans in my mind which I could not do because of time, motivation, perfect partners, and financial support also. And we are looking for another brach for my current business. We are expecting to start it very soon

Do you have anything important to add?

People think about money, some think we are not native so we could not compete with them. I do not think like this, I think one need to do research, brave, inspiration, resources to start up a business

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Interview 4

Personal Information:

1. **Name:** Alamgir Haqq
2. **Gender:** Male
3. **What type of immigrant you are?**

1st Generation: I came here in 2009 for study purpose

About Business:

4. **Type of business:** Sole ownership. And I am the main owner
5. **Is it main business? Parent or subsidiary business?**
6. **Type of industry:** food Industry. It's a Japanese food
7. **What Products/ services you are offering? New or traditional products?**

We are serving Japanese sushi and mainly focusing on healthy food

8. **Do you have any Core competitive advantages over competitor?**

I have business knowledge and my main competence here with my local competitor is we are oldest and in the top. We have strong customers bond.

9. **Size of the business: do you have other branches?**

Right now, we have 2 branches and planning to open another one

10. **Which market:** We are serving to local Market

11. **How long you been running this business here in the UK?**

We started our business in 2015 and is't a sole business.

12. **Who are your business customers?**

Our customer's mainly 60% of them 18-35years old. Most of them are health conscious

13. **What is your strength or core competence to do this type of business?**

My knowledge, skill and education enhance my confidence which is my strength.

PART II: Specific Questions:

Opportunities

How did you discover to start this business? Can you please explain your business idea?

How did you evaluate?

I found a market gap here. As lots of guys going to gym and they might look for healthy food. There were lots of demand of healthy food. I was looking for such kind of foods. Then I researched on it and found that sushi is a healthy food. Luckily there was not any sushi restaurant at that time. Vary fortunately I have found a sushi chef who is known to me. So, I thought if I can serve some healthy food and promote these, they (health conscious people) must would try it. As it is a fresh and healthy food

What were the sources?

I also motivated from eating different type of restaurants. I always think about the freshness of these food, nutrition, how healthy these are. I got the idea of healthy food from these restaurants.

New Business Ideas

Have you found any new business idea in the development level (in the time of doing the business)?

We are planning to open a big warehouse. Apart from this as may edutation is in IT sector, I am planning to do business in these industries. For that I need enough financial support which I am now trying to save by my business.

Immigrant entrepreneur: Motivation

What are the main motivations to become an immigrant entrepreneur in the UK?

My motivation: I believe from my childhood, that education is not for your profession, you need to try learning something from your institution, but you're not bound to to such kind of job. I love freedom, work freely. I did not want to limit myself

What was the reason to start the business in UK instead of doing job? (self-realisation, independency, being your own boss, autonomy/freedom)

Yes, I could do job instead of business. But I tried to do something by myself. I always have passionate to do business. Another think was a perfect job with my academic level. I did not find it. And that time start up a business was easier.

Human resources

What are your educational qualifications? Do you think your educational qualification helps you to work as an entrepreneurial?

As I said I came here for study. After that I was for post study work permit and started my business. After completing my masters, I worked for business innovation center for 1 year. I learned how different business sector developed in micro and medium level. Secondly a company SSB, I worked as a branch manager of that. Apart from this I did some online business course of different countries. (diploma) on entrepreneurship. I did not work in any restaurant. I prepared myself fo doing business. These knowledges helped me to start my business

How many languages you can speak? Do you think these help you in the foreign market?

I can speak Bangla, English and Hindi. Obviously, these languages are helping me to communicate with my customers and suppliers

What specific skill/ experiences (human resources) motivated you to do this business?

My main strength was my knowledge of business. I have confidence of start-up and taking the risk on doing new thing. My main strength was my management quality at the start up time. We had a family business in Bangladesh. It is also one type of food serving business. I worked in the management level. I bought supply and manage everything in the front desk. You can say these knowledges helped me to start my business in the UK. As its foreign market and totally new. It's tough for one to do business in that environment. But I could be brave because of my business experience

Do you have any skill which you obtained from your home country and now using to do this business?

Yes, knowledge of Asian cuisine and supply chain are helping me to boost up my current business. As I said my management skills are also helping me.

Financial resources

How you managed financial capital to start up your business? Can you recall different type of financial sources; you had during start-up and development of your business?

My main financial source for this business was my own saving. A big part came from my family. Apart from this I did not have any financial support at the time of start up

Do you think it is hard to collect capital as an immigrant entrepreneur comparing with native entrepreneur? No, I do not think so

Social Network

Which type of networks you have in the UK? E.g. university relations, regional political organization, community events, family, realtors, legal counsellors, civic accountants, consults, former employer, suppliers, wholesalers, engineers or researchers, brokers as well as government organizations.

I have some friends and relatives here from my country. Besides I have also my college and university friends. As I worked different places, I had some colleagues at the time of start-up. After my start-up to till now I have lots of customers. And connected with many business owners who are either my supplier or friends.

How these Networks help you to start up your business in the UK?

in the startup my strong tie helped me a lot. I also got support from my weak tie because everyone helped

Do you have any facilities as an entrepreneur by local community? (local entrepreneur/business community)

I was not connected with any community.

How your ethnic community helped you to start-up and develop your business?

I did not have any support from any ethnic community at the startup. But now everyone of my ethnic community know about my business. They come here as a customer and also helped me to promote my business

Business start-up

How many full-time employee/s, you had during your start up?

I only had 2 employees at the start up time. But Now I have 4 full time employees in different section. And 2 part time employees who only work at the weekend

Who were your 1st target customers?

My main target customers were health conscious young people who are going to gym

Can you recall your 1st sale?

My target was 6 months as a breakeven point. That was short time for me. But after market research I committed to do that. And after 6 months, I evaluated my business by an accountant. Lucky in 6 months we reached at our breakeven point with a minimum profit of 5/10%. We found it would be profitable though it was not enough profit creating at that time.

Was the profit since that time or it took some time?

No. I was expecting 3years for the full maturity of my business. But I reached my target level at the end of 2nd year.

Business Growth/Development

Have you changed your business plan in the meantime of doing this business? how you changed it?

Yes, I started my business in a small shop. After 2 years in 2018 my business was in a good position and we felt of a big place. I changed the location. We had enough revenue that time.

Have you changed your business from the primary level to till now?

Not yet. But we also are now serving out of my target area. We are delivering food to many hotels and doing home delivery.

How you developed your business?

I have developed my business gradually. I do not have any big change in my business plan. My main constraint was financial support. I started with a small business in a small outlay with only 2 employees and then I gradually earned revenue and expanded my business. Now I changed the location of my main business in an area where there are 6 gym centres. And the old one is also a branch of my business.

How you get more customers?

As majority of customers are gym lovers. So, they come to my shop eat foods and then they mainly advertise my food to others. We also advertised our food to different gyms.

Have you found any new business idea in the development level (in the time of doing the business)?

We are planning to open a big warehouse. Apart from this as my education is in IT sector, I am planning to do business in these industries. For that I need enough financial support which I am now trying to save by my business.

General:**What is your future plan with your entrepreneurial activities? Future plans about expansion of business?**

Now in 2019 we are thinking of opening another branch of sushi in another location. Besides if I can make the business successful, my next plan is to go in the IT industry for IT business.

Do you have anything important to add?

Business I think not only the reason of earning money. It is my passion. It's so pleasurable to me to satisfy my customer. It's like a challenge to me. I focus on helping people to provide healthy food and creating some job position. I think your commitment, your hard work, your inspiration, your skill is your key to success in my opinion.

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Interview 5

Personal Information:

1. **Name:** Shamim Nur
2. **Gender:** Male
3. **What type of immigrant you are?**

1st Generation I came here throw my dad and mom after they came here. I was 16 years at that time when I came here

About Business:

4. **Name of Business:**
5. **Type of business:** partnership
6. **Is it your main business? Parent or subsidiary business?**
Main business but it's 2nd business
7. **Type of industry:** food
8. **What Products/ services you are offering? New or traditional products?**
My business is a catering business of Indian cuisine
9. **Do you have any Core competitive advantages over competitor?**
My theme was honesty to customer. And we are so transparent to our customer. Which turn customers to us rather than competitor. Our customers are so loyal to us
10. **Size of the business: do you have other branches?**
Besides we have more 4/5 more branched inside and outside London
11. **Which market:** We are focusing on local market
12. **How long you been running this business here in the UK?**

In 1993 I started my business

PART II: Specific Questions:

Opportunities

How did you discover to start this business? Can you please explain your business idea? What were the sources?

I came here 1999 and after that I went college and started worked at restaurant and motivated to do something. I dreamed to have a house, a car, a own business. I worked as a chef in a Bangladeshi restaurant and also studied cuisine diploma in school for 3 years. I tried to build my strength and fulfil my dream. I was saving my salaries for a start-up. I could not start my business until 2014 for financial crisis. And In 2014 I started my 1st business. and I had some partners in my 1st business with relatives which was not succeed. Then again after 2 years in 2017 I started my current business with some partners which still running successfully

How did you evaluate?

I calculated the business as it would be profitable or not. I used to fo some research by myself or my expert known and trusty. Or my accountant

New Business Ideas

Have you found any new business idea in the development level (in the time of doing the business)?

I have found many business ideas but could not do for the current business and also for financial and staff crisis. In addition, I did not have expertise on these field.

Immigrant entrepreneur: Motivation

What are the main motivations to become an immigrant entrepreneur in the UK?

My main motive was my experience in working. As well as some of my relatives had the food service business. So, I motivated to do this. Because I did not have much knowledge about other business. beside I was passionate to be a good chef. These things pushed me to do food business

What was the reason to start the business in UK instead of doing job? (self-realisation, independency, being your own boss, autonomy/freedom)

As I said I only have knowledge on cooking and did not have any academic knowledge for other subjects. I went for cooking job. Once I became financially strong, I started my business.

Human resources

What are your educational qualifications? Do you think your educational qualification helps you to work as an entrepreneurial?

I worked as a chef in a Bangladeshi restaurant and also studied cuisine diploma in school for 2 years. I tried to build my strength and fulfil my dream

How many languages you can speak? Do you think these help you in the foreign market?

I know Bangla English Hindi. There are lots of Indian and Pakistani people who are either our customers or suppliers. We contacted with them by their language

What specific skill/ experiences (human resources) motivated you to do this business?

Yes, Cuisinart is my strength. My cooking skill is the best suited with my business. (also talked about cooking skill during general question, that mainly impact on his business start-up decision)

What is your previous business background? And did you have any business in your home country? If yes, how these experiences help you to do business here?

We had a family business in Bangladesh. Though I was not engaged with it but from my father I learnt some business trick and learnt how to do business

Do you have any skill which you obtained from your home country and now using to do this business?

I was a chef in a restaurant in Business as well as I did a short course on cooking. Had also management skill in our family business

Financial resources

How you managed financial capital to start up your business? Can you recall different type of financial sources; you had during start-up and development of your business?

As I had a motive to start a business, I saved money from my job. I also got financial support from my family. Bank loan: I did not have any loan from banks

Social Network

Which type of networks you have in the UK? E.g. university relations, regional political organization, community events, family, realtors, legal counsellors, civic accountants, consults, former employer, suppliers, wholesalers, engineers or researchers, brokers as well as government organizations

There are some staff who are my family members and some relatives working as part time. I had lots of customer from my weak tie. As our lots of customers are native British 95% of them. We did not any marketing cost. We are depending on our customers marketing (word of mouth).

Do you have any facilities as an entrepreneur by local community? (local entrepreneur/business community)

Yes, local entrepreneur community helped by evaluating our business plan and they wrote a paper to the landlord who also evaluated and leased his building. Some landlord needs a business plan when to lease their property

Business start-up

How many full-time employee/s, you had during your start up?

2/3 employees

Who were your 1st target customers?

Native British and south Indian

Can you recall your 1st sale?

£1400/£1500 was sale (monthly) at the beginning which was not successful

Was the profit since that time or it took some time?

It was a hard time. It took almost 7/8 months we became in the profitable line

Business Growth/Development

Have you changed your business plan in the meantime of doing this business? If yes, how you changed it?

We have changes slightly but do not have changed in the track

How you developed your business?

We then refurbished our outlay and changed the location and extend our business in a crowd area. Where our monthly average sale was 3000£ in 1st year and right now our average sales come to around 20k/25k monthly, (where our plan was 7k as matured)

Have you found any new business idea in the development level (in the time of doing the business)?

I had some more business plan which I did as I did not have much expertise on that

General:

1. What are your future plans with your entrepreneurial activities? Future plans about expansion of business?

I don't have any plan to expand it because of staff crisis. I have plan to continue with the same race. Growth. We are in the matured level with this business. But I have some more plan to do property business either in the UK or in Bangladesh.

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